

# unit guide

Business Analysis and  
Management of Change

BIS – 3 - BAM

Faculty of Business

Academic Year 2009 -2010

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## 1. UNIT DETAILS

<b>Unit Title:</b>	Business Analysis and Management of Change
<b>Unit Level:</b>	3
<b>Unit Reference Number:</b>	BIS-3-BAM
<b>Credit Value:</b>	-
<b>Student Study Hours:</b>	150
<b>Contact Hours:</b>	36
<b>Private Study Hours:</b>	114
<b>Pre-requisite Learning (If applicable):</b>	-
<b>Co-requisite Units (If applicable):</b>	-
<b>Course(s):</b>	BABS, BABA, BABM
<b>Year and Semester</b>	Year 3 Semester 2
<b>Unit Coordinator:</b>	Godwin Tetteh
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<b>Teaching Team &amp; Contact Details</b>	David Clemson x7713, L45
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	Col Ferguson x7871 L353
<b>Subject Area:</b>	Business
<b>Summary of Assessment Method:</b>	Coursework 50%
	Examination 50%

## 2. SHORT DESCRIPTION

Managing information in a business/organisation is an intervention that has the potential to change organisational features such as members' knowledge, working and managerial practices, disposition of power, budgets and structures. Such change also has implications on the relationship between organisational strategy, information systems strategy and management strategy; and finally such change can shape the relationship between the organisation and its external stake holder.

## 3. AIMS OF THE UNIT

The unit therefore uses information management as a vehicle:

- ◆ To provide students with an appreciation of the purpose of business analysis
- ◆ To provide students with an understanding of the difficulties associated with, and the underlying basic principles of, the management of change
- ◆ To consider these principles within the context of the implementation of both simple and complex information systems
- ◆ To critically compare and contrast different approaches to the management of change
- ◆ To discuss issues involved in choosing an appropriate approach for a particular situation

## 4. LEARNING OUTCOMES

On successful completion of the unit, students will be able to:

#### 4.1 Knowledge and Understanding

- ◆ Describe methods designed to facilitate the making of the changes in organisations
- ◆ Critically evaluate the strengths and the limitations of different intervention approaches
- ◆ Critically appraise and evaluate the opportunities and difficulties of co-ordinating computer project objectives with those of a human resources strategy
- ◆ Identify and understand how various factors (e.g. end-user involvement, design and implementation methods, human computer interface, and human factors in general) can singly and collectively cause problems related to the management of change; and the extent to which a holistic approach can minimise the dangers of these problems.

#### 4.2 Intellectual Skills

- ◆ Develop abilities in critical analysis and thinking
- ◆ Exercise valid judgement relating to information systems and change issues based on technical, social, political, cultural and commercial factors

#### 4.3 Practical Skills

- ◆ Design, implement and apply different types of change models with particular reference to information systems implementation
- ◆ Critically review given scenarios in order to recommend a change model/approach
- ◆ Communicate results of analyses, conclusions and recommendations effectively both in writing and orally

#### 4.4 Transferable Skills

- ◆ Develop communication skills
- ◆ Develop critical and analytical skills
- ◆ Acquire learning skills
- ◆ Apply and use information technology

### 5. ASSESSMENT OF THE UNIT

The unit will be assessed through one written coursework assignments and one 3-hour examination. The coursework assignment will be based around a real world information and change management as described in a journal or book. The case for this coursework assignment will be given during the semester. The weighting of the the assessment is as follows: CW - 50%, Examination 50%

### 6. FEEDBACK

Feedback will normally be given to students 15 working days after the submission of an assignment.

## 7. INTRODUCTION TO STUDYING THE UNIT

### 7.1 Overview of the Main Content

As can be seen from the indicative list of topics below, the unit content is very comprehensive. It is not possible to cover every area in both depth and breadth in the space of a single-credit unit. A balance will be sought to ensure optimum coverage.

- ◆ Introduction to managing information and management of change
- ◆ Principles of Business Analysis
- ◆ Hard and soft systems: Soft System Methodology
- ◆ Theories and Models of Change
- ◆ Approaches to Change
- ◆ Readiness for change and resistance to change
- ◆ Information Systems Strategy and management of change
- ◆ Legacy systems, sustainability and environmental concerns

### 7.2 Overview of Types of Classes

The sessions of the unit will be based on the following types of classes:

- ◆ Formal lectures
- ◆ Tutor-led and student-led seminars
- ◆ Case studies

### 7.3 Importance of Student Self-Managed Learning Time

In addition, the inclusion of a large private study component is intended to encourage and support research activities and self-managed time.

### 7.4 Employability

On completion of the unit, students will increase their employability by developing:

- ◆ An understanding of different change approaches
- ◆ Skilful practices with respect to the application of relevant change models and approaches
- ◆ Ability to reflect productively on learning and experiences
- ◆ Capability to work satisfactorily in both familiar and unfamiliar organisational contexts implementing change

## 8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

### Lectures

Session	Topic
1	Introduction to managing information and management of change
2	Systems theory; hard and soft systems
3	Soft Systems methodology
4	Theories and models of change and transformation
5	Approaches to Change – Planned and Emergent
6	Org structures and cultural issues
7	Readiness for change; resistance to/handling resistance
8	Static and dynamic modelling
9	Introduction to user-centred approaches
10	Legacy systems, sustainability and environmental issues
11	Information System strategy and management of change
12	Information systems and stages of growth

### Seminar Sessions

Topics and exercises for the seminar sessions will be provided on a weekly basis by the appropriate lecturer.

**Note:** The sequence of lectures and seminars shown above is purely indicative and may be amended in practice

## 9. STUDENT EVALUATION

The value of managing information in organisations from a change perspective was acknowledged and appreciated by the last cohort on the unit. As a result, the students had recommended additional workshop sessions to help improve their practical skills in the use of system ideas to aid information management problems. The provision of informal workshop sessions has therefore been incorporated in the teaching and learning programme of this unit.

## 10. LEARNING RESOURCES

### 10.1 Recommended Materials

- Checkland, P. and Scholes, J(1990): *The soft systems methodology in action*. Wiley, Chichester,
- Alexander, I. and Maiden, N. (2004) *Scenarios, Stories, Use Cases*. Wiley, Chichester
- Open University. *Complexity, Management and Change: Applying a Systems Approach*. T 301- Block IV Soft Systems Approach: Introductory Guide and Workbook
- Burnes. *Managing Change*. Pearson Education, 2004.
- Journal of Change Management
- Journal of Organisational Change Management
- Academy of Management Perspectives

### 10.2 Optional Materials

- Jackson, M. C. (2003) *Systems Thinking – Creative Holism for Managers*, John Wiley

- ❑ Williams, A. P. O et al (2002) Managing Change Successfully. Thomson Learning, UK
- ❑ Flood, R. L. and Jackson, M. C. Creative Problem Solving. John Wiley Chichester 1991.
- ❑ Hughes, M.(2006) Change Management – A Critical perspective. Chartered Institute of Personnel and Development
- ❑ Galliers and Sutherland (1991) Information Systems management and strategy formulation: the stages of growth model revisited. *Journal of Information Systems*, 1.

## NOTES