Unit Title	Business Analysis and the Management of Change
Programme(s)/Course	BABS, BABA, BABM
Level	6
Semester	2
Ref No:	BBS-6-BAM
Credit Value	20 CAT Points
Student Study hours	Contact hours: 52 Student managed learning hours: 148
Pre-requisite learning	None
Co-requisites	None
Excluded combinations	None
Unit Coordinator [Name + e mail address]	Colquhoun Ferguson fergusc2@lsbu.ac.uk
Parent Department	Business Studies
Parent Course	BABA/BABS
Description [100 words max]	The unit focuses on the learning of organisation development theories and interventions. Organisation development (OD) is a process that applies a broad range of behavioural science knowledge and practices to help organisations build their capacity to change, and to achieve greater effectiveness . As such, the unit leads students to an understanding of OD theory and techniques of diagnosis and intervention design through their practical application, for instance in case studies. Implementing (or changing) an information system and its technostructural alignment in an organisation has the potential to change the features of the organisation : members' knowledge, working and managerial practices, balance of power, budgets and structures. Such change also has implications on the relationship between organisational strategy and the information systems strategy; and finally such change can shape the relationship between the organisation and its external stake

	holder.
JACS Code	
Aims	The aims of this unit are to develop students' ability to diagnose organisations at the strategic, group and individual level, and to design interventions that alter the technostructural, business process, human resource and human process activities.
Learning outcomes	**Knowledge and Understanding**: 1. Demonstrate an understanding of the challenges and complexities of changes in complex organisations. 2. Utilise frameworks for diagnosing organisational states, analysing organisational change strategies, and implementing and institutionalising change. 3. Understand the reasons for successful and unsuccessful change activities. 4. Understand change from the perspective of the person initiating change, the person receiving change, and the broader social context. **Intellectual Skills**: • Develop abilities in critical analysis & thinking • Develop research skills • Fact-finding skills • Ability in critical analysis and thinking Exercise valid judgement relating to information systems and change issues based on technical, social, political, cultural and commercial factors **Practical Skills**: • Learning how to learn • Communicating effectively through formal business models & written documents • Design, implement and apply different types of change models with particular reference to information systems implementation **Transferable Skills**: Communicate & summarise results of analyses, conclusions & recommendations effectively – at the correct 'level' - to the target audience

Employability	On completion of the unit, students will increase their employability by developing:
	
	    - an understanding of a range of business analytical models
	
	    - an understanding of different change approaches
	
	    - development of skilful practices with respect to the application of

	relevant change models and approaches - the ability to reflect productively on learning and experiences
Teaching & Learning Pattern	
Indicative content	
Assessment method (Please give details – elements, weightings, sequence of elements, final component)	50% Exam 50% coursework
Indicative Reading	**CORE READING:** **Cummings, T. & Worley, C (2008): *Organization, Development & Change,* South-Western Cengage Learning** 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. **OPTIONAL READING:** Checkland, P. and Scholes, J(1990): *The soft systems methodology in action.* Wiley, Chichester, 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.*
Other Learning Resource:	