

Managing Organisational Change

Module Introduction and Overview

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1 Introduction to the Module

The public sector has witnessed substantial change in recent years, and change looks set to continue. Such changes began about two decades ago and were marked by a desire to privatise and ‘roll back’ the public sector. Although these processes are continuing on a global scale, more recent changes have focused on improving the capabilities of the public sector, often in terms of capacity building, or institutional or sectoral development. This in turn has led to significant changes for individual public sector organisations. Many of these changes or reform programmes have recast public sector organisations as being smaller and decentralised, often with a short lifespan, and being opened up to ‘market forces’. Of course, many large-scale bureaucracies remain; but even here change is occurring.

At the same time, new managerial processes associated, for example, with human resource management or management information systems have been introduced. Whether public sector managers approve or not of the underlying factors that have brought about such changes, nonetheless they are responsible for dealing with these changes at an organisational level. This module is about how managers understand and implement organisational change, thereby helping them to fulfil their responsibilities.

The module has been designed to fulfil the following aims:

- to explore the relationship between public sector organisations with their environments and the particular features of, and challenges to, public sector organisations in non-OECD countries
- to introduce and define key managerial concepts of organisational culture, power, politics, leadership and learning, both generally and with specific reference to the public sector in non-OECD countries
- to explain how culture, power, politics, leadership and learning shape how organisations function, and their significance for managing organisational change in the public sector effectively
- to set out processes and techniques which can be applied in the management of public sector organisational change
- to explore the repertoire of skills, attributes and behavioural styles required of public sector managers acting as effective change agents.

2 The Module Authors

Richard Common has revised this module and contributed new material. The module was originally authored by Bill Cooke and Nat Martey Nmeterson.

Richard has degrees in Political Science and Public Administration and Public Policy, and was awarded his doctorate from the University of York. He has lectured and undertaken research in public sector management at several UK universities, including the London School of Economics, where he obtained his Master’s degree, and the City University of Hong Kong. He is currently a lecturer in the Business School at the University of Hull. He has

published widely in the field of public sector management and is the author of 'Public Management and Policy Transfer in Southeast Asia' (Ashgate).

Bill Cooke has degrees in Economics and Public Policy, and in Organisation Development, and is a Member of the Institute for Personnel and Development. He has worked as a consultant in a number of countries, including Bulgaria, Hong Kong, Kenya, Nepal and Tanzania.

Nat Martey Nmeterson is from Ghana, and lives in Sheffield, England, where he currently works as a freelance trainer and consultant in HRD/Change Management for both the public and private sectors. He has degrees in Business Studies and Organisation Development, and previously worked for some time in the UK's National Health Service (NHS).

3 Study Resources

The module has four main components: the study guide, the key text, the module readings and the Assignments.

Study Guide

This study guide consists of eight units, in a tripartite scheme considering the themes of the nature of organisational change, dimensions of change and its implementation.

Key text

Barbara Senior & Stephen Swailes (2016) *Organisational Change*. 5th Edition. Harlow UK: Pearson Education.

This is a general change management text, aimed at general management practitioners and students. It does not have a particular public sector focus, nor does it specifically allude to organisations in non-OECD countries. It is better than most, however, in that it includes some public sector examples and makes some reference to organisations with developing country relevance. The use we make of Senior and Swailes varies from unit to unit, according to each unit's teaching and learning objectives. Consequently, your first concern is to use this text as instructed in the study guide.

Module readings

In most units, we also provide readings of journal articles and other material. These are different from the key text, which is more oriented to giving an overview of different authors' points of view. When you study a reading, you should be prepared to consider the author's viewpoint so that if you disagree with it you can express your reasons for this disagreement and, if you agree with it, you can equally explain why. In other words, you should critically evaluate the readings. The other function that many of the readings have is that they include more empirical material and case studies, which complements the study of theoretical principles in the units and the key text.

Assignments

The assignments for the module have been designed to enable you to develop your understanding of the module content and to develop your critical evaluation of readings.

4 Module Overview

Unit 1 Organisations and Environments

- 1.1 Introduction: Organisational Change
- 1.2 Developing Country Organisations
- 1.3 The Systems View of Organisations
- 1.4 The Importance of the Environment
- 1.5 Environmental Pressures for Change
- 1.6 Conclusion

Unit 2 Organisational Change

- 2.1 Introduction: The Nature of Change
- 2.2 Typologies of Change in the Public Sector: Case Study
- 2.3 Planned and Emergent Change
- 2.4 A Standard Model of Change Management
- 2.5 An Alternative to the Standard Model?
- 2.6 Conclusion

Unit 3 Organisational Structure and Change

- 3.1 Introduction: Defining Organisational Structure
- 3.2 Forms of Organisational Structure
- 3.3 What Shapes Structure?
- 3.4 Managing Structural Change
- 3.5 Conclusion

Unit 4 Organisational Culture and Change

- 4.1 Introduction: What is Culture and Why Does it Matter?
- 4.2 Analysing Organisational Culture
- 4.3 Sources of Organisational Culture: the Influence of National Culture
- 4.4 Managing Organisational Culture and Change
- 4.5 Conclusion

Unit 5 Power, Politics and Change

- 5.1 Introduction
- 5.2 Power, Politics and Conflict in Organisations
- 5.3 Power in Organisations
- 5.4 Conflict in Organisations
- 5.5 Power, Politics and Conflict in Managing Organisational Change
- 5.6 Conclusion

Unit 6 Leadership and Organisational Change

- 6.1 Introduction

- 6.2 What is Leadership?
- 6.3 Approaches to Leadership
- 6.4 Leadership and Culture
- 6.5 Leadership and Change
- 6.6 Conclusion

Unit 7 Learning and Organisational Change

- 7.1 Introduction
- 7.2 Processes of Change in Public Organisations: Key Developments
- 7.3 Organisational Learning and the Learning Organisation
- 7.4 Learning from Other Organisations
- 7.5 Conclusion

Unit 8 Strategies for Change

- 8.1 Introduction
- 8.2 Organisational Diagnosis
- 8.3 Organisation Development
- 8.4 Ethics and Organisational Change
- 8.5 Conclusion

Module Review Questions

Unit 1 stresses the organisational focus of the module, with reference to the characteristics of developing country and public sector organisations; systems theory, its uses and its limitations; and ways of understanding the organisational environment.

Unit 2 focuses on change: the nature of change, including typologies of change and differences between planned and emergent change. A 'standard model' of planned change management is introduced and discussed.

Unit 3 examines different types of organisational structures; which type should be adopted in particular organisational and environmental circumstances; and how change in organisational structure is brought about.

Unit 4 focuses on the nature of organisational culture, its origins and processes of changing it, in addition to the meaning of culture at organisational and national levels and different typologies of culture.

Unit 5 examines power and politics in organisations, discussing different approaches to understanding power and politics, and their implications for managing organisational change.

Unit 6 considers the meaning of leadership, the role of leaders in organisations, different views of the nature and significance of leadership, and their significance for managing organisational change.

Unit 7 seeks to explain how change can be the result of organisational learning, whether deliberate or emergent, including how the manager can act in the role of change agent.

Unit 8 considers the practicalities of implementing change: the 'standard model' of organisational change is developed, and alternatives discussed, suggesting a range of approaches to designing and implementing change

processes. This unit also reviews and draws together the module as a whole, focusing discussion on a case study of attempts to manage change in a public/private sector hybrid organisation in Turkey.

5 Learning Outcomes

When you have completed your study of this module, you will be able to:

- describe and assess the relationship between an organisation and its environment, and apply these concepts to public sector organisations in general and to your own organisation in particular
- distinguish different levels of, and approaches to, organisational change both generally and with special reference to public sector organisations
- discuss what is meant by organisational culture, power, politics, leadership and learning, and apply them to analysing the dynamics of public sector organisations in general, and to your own organisation in particular
- identify how issues of structure, culture, power, politics, leadership and learning can be used to understand and manage change in public sector organisations
- apply different techniques of managing change to processes of change in your own organisation
- handle, communicate and apply with confidence the analytical framework of organisational change management.

6 Learning and Teaching Strategy

This module was written with the aim of providing an introduction to managing organisational change, particularly in the public sector and in developing countries, and with a view to enabling you to apply the principles to your own organisation.

The material that you study in this module may at times involve dry formalism, although we do think that they are all central to an understanding of change management. The readings, and particularly the articles, will provide examples and illustrations, but the main effort to bring the material to life still lies with you: the more you manage to link it with what you read in the papers, what you hear and do in your workplace, and what you come across in other readings and your own experience, the more you are likely to profit from the exercise of studying this module.

We would like you to experiment and look at the materials with an open mind. Some of the materials may appear paradoxical, and especially with the selected readings, you may have strong views that differ from those of the authors concerned. We encourage you to formulate your own positions clearly in your coursework, and not to feel bound to reconcile all of the

conflicting approaches we present. Finally, you are encouraged to engage in the online sharing of ideas and possible answers using the modules's discussion forum on the VLE.