

## Module specification

<b>INNOVATION CREATITitle</b>	Leading Innovation and Cultural Change				
<b>Code</b>	MBB7005M	<b>School</b>	York Business School (delivered by iimbas)	<b>Cost centre</b>	2703
<b>Level</b>	7	<b>Credits</b>	20	<b>Available for incoming study abroad</b>	Yes
<b>Pre-requisites<sup>1</sup></b>	None			<b>Barred combinations</b>	N/A

<b>Total number of study hours for the module:</b>	200
which will include the following:	number of hours:
<b>timetabled contact</b>	35
<b>placement</b>	N/A
<b>field trips</b>	N/A
<b>other</b> - please give further detail below:	

<b>Rationale</b>
<p>Innovation and change are significant issues for organisations. In the private sector, innovation is a key factor in competitive success, in the public and not-for-profit sectors, innovation can reconfigure services and processes to meet client needs more effectively and to achieve efficiencies. In organisations of all kinds, managers and professionals need to be able to lead and manage change.</p> <p>By completing this module students will demonstrate the ability to:</p> <ol style="list-style-type: none"> <li>1. Critically evaluate a range of theories of the processes of innovation and change within organisations.</li> <li>2. Review and analyse contemporary theories of how to manage and lead innovation and change.</li> <li>3. Understand and apply academic standards in written work.</li> </ol>

<b>Title(s) of awards to which the module contributes</b>	<b>Award Programme Learning Outcome(s) to which the module is mapped (PLO4.1, PLO5.3 etc.)</b>
MBA	PLO7.1, PLO7.2, PLO7.3, PLO7.4, PLO7.5, PLO7.6,
MBA (with year in industry)	PLO7.1, PLO7.2, PLO7.3, PLO7.4, PLO7.5, PLO7.6,
MBA Finance	PLO7.1, PLO7.2, PLO7.3, PLO7.4, PLO7.5, PLO7.6,
MBA Healthcare Management	PLO7.1, PLO7.2, PLO7.3, PLO7.4, PLO7.5, PLO7.6,
MBA Project and Operations Management	PLO7.1, PLO7.2, PLO7.3, PLO7.4, PLO7.5, PLO7.6,

<sup>1</sup> A module that must have been taken but no requirement that it must have been passed.

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MBA Quality Management	PLO7.1, PLO7.2, PLO7.3, PLO7.4, PLO7.5, PLO7.6,
MBA Strategic Human Resource Management and Leadership	PLO7.1, PLO7.2, PLO7.3, PLO7.4, PLO7.5, PLO7.6,

<b>Assessment</b> (include expected word length for written work and duration for examinations)			
#	type	description	weighting
1	Written work	Report (3,500 word)	100%

<b>Indicative content</b>	
In the course of the module, students will explore:	
<ul style="list-style-type: none"> <li>• Theories of drivers of innovation and change.</li> <li>• Theories of the processes of creativity, innovation and change in organisations.</li> <li>• Contemporary models of the processes of leading and managing sustainable innovations/ changes.</li> </ul>	

<b>Reading list</b> (insert link)
<p><a href="https://yorks.j.r.l.talis.com/modules/mmbb05.html">https://yorks.j.r.l.talis.com/modules/mmbb05.html</a></p> <p>John Hayes 2018 <i>The theory and practice of change management</i>, Palgrave</p> <p>Julia Balogun, Veronica Hope Hailey and Stefanie Gustafsson 2015 <i>Exploring Strategic Change</i>, FT Prentice Hall</p> <p>Patrick Dawson and Constantine Andriopoulos 2017 <i>Managing Change, Creativity and Innovation</i>, Sage</p> <p>Keith Goffin and Rick Mitchell 2016 <i>Innovation Management</i>, Palgrave Macmillan</p> <p>J Tidd and J Bessant 2018 <i>Managing Innovation: integrating technological, market and organisational change</i>, Wiley</p>

<b>Version</b>	1	<b>In use from</b>	2020-21	<b>to</b>	
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External examiner code:	
Fee profile:	
Date approved:	June 2019

### IIMBAS Delivery Plan

Week	Topic	Prescribed Readings
1.	Understanding innovation, creativity and managing change <ul style="list-style-type: none"> <li>• Innovation</li> <li>• Creativity</li> <li>• Managing Change</li> </ul>	
2.	Strategic thinking <ul style="list-style-type: none"> <li>• Strategic Thinking Defined</li> <li>• Strategic Thinking and Strategic Planning</li> <li>• Attributes of Strategic Thinkers</li> </ul>	

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3.	<p>Critical thinking</p> <ul style="list-style-type: none"> <li>• Critical Thinking Defined</li> <li>• Critical Thinking Skills</li> <li>• Improving Critical Thinking Skills</li> </ul>	
4.	<p>Design thinking I</p> <ul style="list-style-type: none"> <li>• Why and How</li> <li>• What Is?</li> <li>• What If?</li> </ul>	
5.	<p>MBB7010M Capstone Project Preparation Week</p>	
6.	<p>Design thinking II</p> <ul style="list-style-type: none"> <li>• What Wows?</li> <li>• What Works</li> <li>• Leading Growth and Innovation</li> </ul>	
7.	<p>Classic change models</p> <ul style="list-style-type: none"> <li>• Gap Analysis, Action Research and Lewin</li> <li>• Burke-Litwins, MCKinsey and Prosci</li> <li>• Kubler Ross, Kantner and Kotter</li> </ul>	
8.	<p>Strategic interventions</p> <ul style="list-style-type: none"> <li>• Strategic interventions defined</li> <li>• Management Styles and Organisational Change</li> <li>• Interventions</li> </ul>	
9.	<p>Leading change</p> <ul style="list-style-type: none"> <li>• The Learning Organisation Revisited</li> <li>• Politics and Stakeholders</li> <li>• Vulnerability and Execution</li> </ul>	
10.	<p>Assessment week</p>	