# WARWICK BUSINESS SCHOOL

# MA MANAGEMENT AND ORGANIZATIONAL ANALYSIS

# 2010-2011

## Programme Information

- Scheduling of Modules

- Outline of Compulsory Modules

- Assessment

- Staff Teaching on the Programme

# Introduction from the Programme Director

Dear Student,

We are delighted to learn that you have accepted our offer of a place on the Warwick MA in Management and Organizational Analysis – a programme which I'm sure you will find exciting and rewarding, as well as intellectually challenging!

This information booklet provides information that you may find helpful before and after arriving at Warwick Business School. If, after reading the booklet, you have any queries, please don't hesitate to contact the Programme Office on **+44 (0)24 7652 8212 (IROBMASTERS@wbs.ac.uk)**. You will receive further, more detailed information during our Induction Programme, which starts **on Monday 4th October**. Not all information in this booklet has been finalized yet – locations of classes and so forth – but what you need to know before the first meeting is correct.

**You are encouraged to do the pre-reading indicated**; these suggestions are to help give you a feel for the kind of material and issues the module will deal with. You may not understand it all at this stage. Professor Chris Grey's book – *A very short, fairly interesting and reasonably cheap book about organizations* (Sage) is a good start to the reading for the programme. Keep this booklet and any of the pre-reading books you buy carefully as you will continue to need much of the information during the programme.

You will be given a folder of materials on your first day which includes the Essential Information booklet, and also more detailed module reading lists, providing all the information you will need during the programme.

If your circumstances change and you find that you are unable to undertake the programme, could you please inform the Programme Office on the above number as soon as possible. There is a high demand for places on the MA. Consequently, if you let us know in good time, we can re-allocate the place offered to you to another student.

To those of you who have been given a conditional offer, I wish you the best of luck in meeting the condition(s).

We look forward to welcoming you here on **Monday 4th October at 11.00 a.m. at B0.01, WBS Scarman Road Building.**
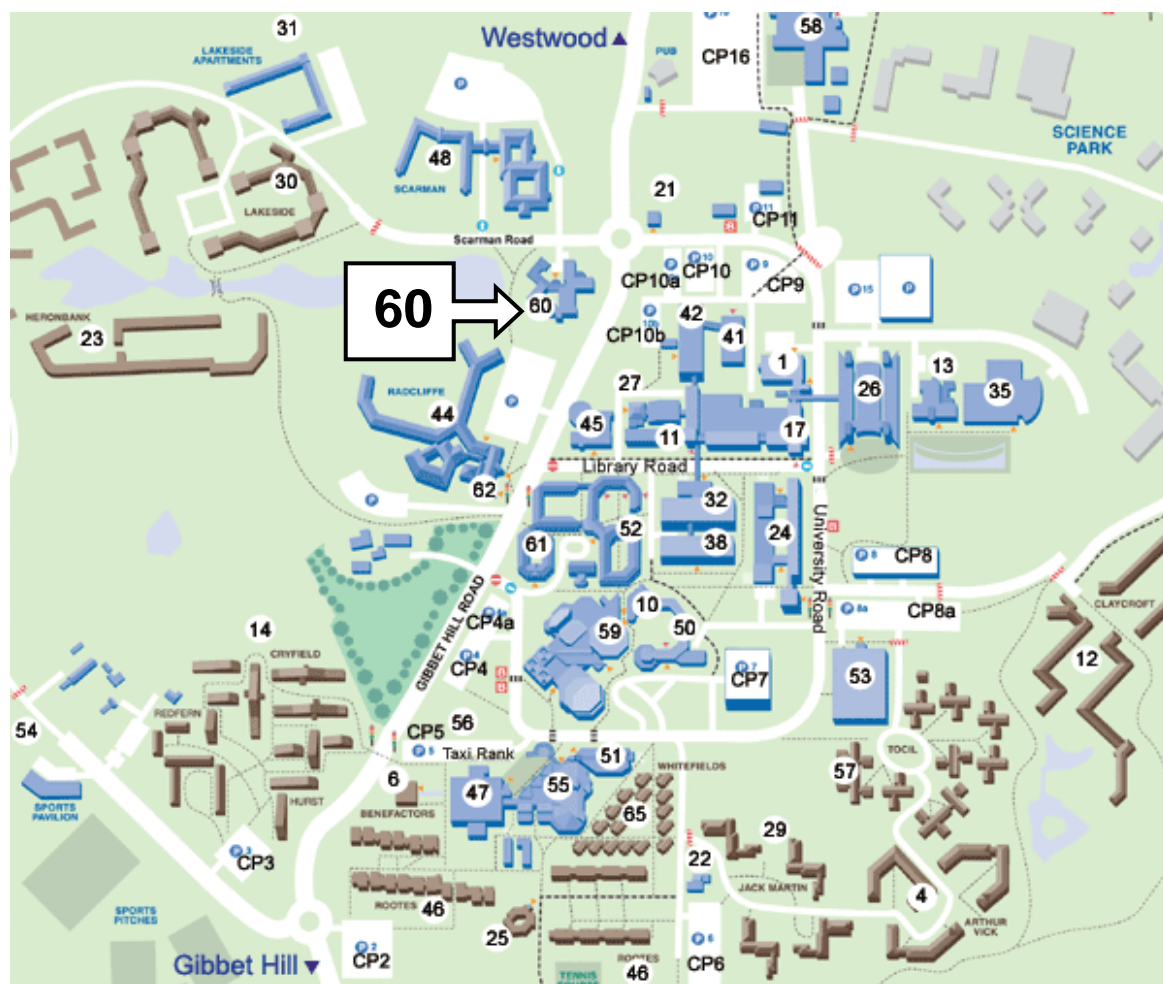
Best wishes,

**Philip Hancock**
Academic Director
MA Management and Organizational Analysis

1

# How to Find Warwick Business School, Scarman Road

Warwick Business School, Scarman Road building is number 60 on the campus plan below



1 - International Automotive Research Centre
4 - Arthur Vick
6 - Benefactors
10 - Chaplaincy
11 - Chemistry
12 - Claycroft
13 - Computer Science
14 - Cryfield, Redfern and Hurst
17 - Engineering
21 - Gatehouse
22 - Health Centre
23 - Heronbank
24 - Humanities Building
25 - International House
26 - International Manufacturing Centre
27 - IT Services
29 - Jack Martin
30 - Lakeside
31 - Lakeside Apartments
32 - Library
35 - Mathematics and Statistics
38 - Modern Records Centre & BP Archive

41 - Physical Sciences
42 - Physics
44 - Radcliffe
45 - Ramphal Building
46 - Rootes
47 - Rootes Social Building
48 - Scarman
50 - Senate House
51 - Shops
52 - Social Studies
53 - Sports Centre
54 - Sports Pavillion
55 - Students' Union
56 - Taxi Rank
57 - Tocil
58 - University House (incorporating Learning Grid)
59 - Warwick Arts Centre
60 - Warwick Business School – Scarman Road
61 - Warwick Business School - Social Studies
62 - Warwick Business School - MBA Teaching Centre
65 - Whitefields

# INFORMATION ON SCHEDULING OF MODULES

**First Meeting:**
The first meeting for all students on the MA Management and Organizational Analysis (MAMOA) programme is **Monday 5 October at 11.00 a.m. in Room B0.01 Warwick Business School (WBS)Scarman Road.**


**Essential Readings:**
We recommend that you purchase:

> Grey, C. (2008) *A very short, fairly interesting and reasonably cheap book about organizations* (2nd Ed.) London: Sage.

> S.Clegg, M.Kornberger and T.Pitsis (2008) *Managing and Organization: An introduction to theory and practice (2nd Ed.).* London: Sage.

You should read the book by Grey and at least look at the first two chapters in Clegg *et al*.


**Foundation Programme:**
The first five weeks of term are taken up with the Foundation Module. It is planned to hold a special session for students who have not previously studied at degree level at a UK university, and the time and location of this session will be announced early in the week.

For students from outside the UK, the University runs a more general 4 day <u>Orientation programme</u> for International students. This usually takes place the week before the start of term, and provides a great opportunity for international students to meet new friends and settle down before term begins If you are interested in taking part in this programme, please see the website http://www2.warwick.ac.uk/services/international/arrival/orientation/ or contact the International Office by emailing orientation@warwick.ac.uk.


**'Welcome' Events:**
There will be a social event for all new students on the three MA programmes run by the Industrial Relations & Organizational Behaviour Group on **Monday 4th October at 5.30 p.m. in the Lounge of Warwick Business School, Social Studies (D2.04, top floor)**. You are strongly encouraged to attend this event, as it provides a valuable opportunity for you to meet both your classmates and the staff on an informal basis.

**Timetable & Term Dates:**
The term dates for the academic year 2010-2011 are as follows.

## DATES OF TERMS 2010-2011


**Autumn Term**
Monday 4 October 2010 – Saturday 11 December 2010


**Spring Term**
Monday 10 January 2011 – Saturday 19 March 2011


**Summer Term**
Wednesday 27 April 2011 – Saturday 2 July 2011

The core modules for MA Management and Organizational Analysis start in week 6 (the week beginning Monday 1 November) or in Week 15 (after the Christmas break).  Locations have yet to be finalized, but the timings are expected to be as follows.

Organizing Identity:                                                    Weeks 6-19, Thursdays  2.00 pm – 5.00 pm
Organizational Behaviour:                                        Weeks 5-10, Wednesdays 12.00 – 15.00
Globalization, Governance and the Restructuring of Firms:    Weeks 15-24, Thursdays 10.00 am to 1.00 pm
                                                                                in Term 2
Innovation and Knowledge Work                            Weeks 15—24, Wednesday 10.00 am to 1.00
                                                                                pm
Researching Organizations                                    Weeks 6-24, Mondays 10.00 am – 12.00 noon
                                                                                in Term 1, 2.00 to 5.00 pm in Term 2

The Option Modules run on Tuesday mornings in Weeks 20—24.

There will be additional talks/seminars from visiting speakers during the programme; details of these will be announced during the Foundation programme, or later as arrangements for these visitors are finalised.

**Attendance at all these teaching sessions is compulsory**. If you have to be absent you should inform the lecturer concerned **via the Programme Office (IROBMASTERS@wbs.ac.uk)**. Failure to attend classes may be taken into consideration at Exam Boards; more immediately,.new UK Government rules require all Higher Educational institutions to monitor student attendance and there will be regular formal checkpoints during each term. Absence on those occasions will jeopardise your student status so the new system will be much less flexible than internal monitoring, and you must all bear this mind.

**Note on Residence Requirements:**
Full-time students are required to be **'in residence'** throughout the full term.  This means that you should not plan holidays, flights home etc. which fall within the term dates given above, nor should you absent yourself from the university for any sort of extended period during term time.  If you do need to be absent during term then you should first obtain the permission of the Programme Director.

You should also expect to stay in residence over the summer whilst you are writing your dissertation.  Whilst you may take fieldtrips outside the university to collect data, any absence of longer than 2 weeks **must be approved** by the Programme Director.

You are expected **at all times** throughout the year to check your Warwick e-mail address and the my.wbs system on a regular basis.  Failure to do so may result in your missing important information, not having read announcements is no excuse for missing deadlines and other programme obligations.

# ASSESSMENT METHODS & DATES

The core modules are assessed largely by a combination of written assignments in the form of essays and group presentations.  The first of these, for the Foundation programme, will be due in Week 6 of Term 1; the second major group will be due during the first week of the Spring Term, and the second assignment for each module will be due in the first week of the Summer Term.  The exact dates for group presentations and tests have not yet been fixed and will be announced in your complete module handbooks available on enrolment.

The Dissertation will be due on Monday 5th September 2011.

## Problems?
There are plenty of people to turn to for help.  Any general inquiries/problems (especially of an administrative nature) you may have should be taken to the Programme Office (E2.27) or Programme Manager (E2.26).  Problems of a personal or academic nature can be taken to your personal tutor, who will be allocated to you on arrival.

## Group & MA Programmes Office:
The Industrial Relations & Organizational Behaviour (IROB) Group and MA Programmes Office is situated in room E2.27.  The MA Programmes office is situated on the left hand side of the room from the door entrance and the staff here co-ordinate the three 'IROB' MA programmes.  The function of the IROB Group (to the right) is to service all of the needs of the other IROB activities – research, administration, teaching on other programmes, doctoral supervision for example. The office hours for students are 9.30 a.m. to 12.30 noon and 2 p.m. to 5.30 p.m. (Monday to Thursday) or 2 p.m. to 4.30 p.m. (Fridays).  Please avoid visiting the office outside those hours except in emergencies.

## Academic Culture:
This section is written particularly for those who have not studied at a UK university before.  You may find that the academic culture is somewhat different from the one you are used to.  There will be a session on this as part of the Induction week, but briefly the chief features are:

1.  **Classroom time** – you will probably spend a lot less time in class at Warwick than at a non-UK university.  In addition to the time you spend in formal classroom interaction, you are expected to work independently.   This is a masters level degree that requires students to demonstrate skills of independent learning within a structured module environment.  Much of your studying, researching and writing will be done in the library.  A rough guide is that you should be spending 35-40 hours a week on academic activity in total.

2.  **A critical approach** – you are not expected to adopt the views of others, but rather to form your own views based on a wide variety of literature relevant to the subject, the comments of your lecturers, and on your own critical reasoning faculties.  In particular, the modules will encourage you to question and challenge taken-for-granted assumptions.   Accordingly, you will be expected to criticize existing analyses.  We will encourage you to make well-informed, justifiable criticisms of the work of eminent academics, rather than simply defer to them. .Work that merely copies out other people's writings without attributing them as they appear in the text (attribution is done by placing the copied section in quotation marks and then giving the reference in brackets immediately afterwards, as well as in your bibliography) is considered as plagiarism and will result in a zero mark with no opportunity to redo the essay. The university has software to detect plagiarism and has a formal procedure to examine all cases, and offending will result in failure of the course. If you are in any doubt about the nature of plagiarism it is your responsibility to seek advice from tutors.  In summary: **when you use other people's ideas or writing, make it clear (a) that you have done so and (b) why you have done so**.  Academic writings are there to be used, as support or to argue against, but NOT to be passed off as your own work.

3.   **Essays** – you are required to write essays.  These are generally expected to be between 2,500 and 3,000 words long (word counts vary between assessments and should be followed, and a word count displayed on your submitted work) and written in connected prose.  You may never have written one before.  Guidance and advice on essay writing will be given as part of the Induction, and sessions are also run by the university on a central basis – ask at the Graduate School Office.  Since the whole basis of assessment is essays it is a good idea to get to grips with this early on, but don't worry too much about it.  Help is also available throughout your module from the lecturers in each core module.  The best approach is to do what reading you think is appropriate for the essay in question, then prepare a one-page plan of the essay, and then arrange to see the relevant lecturer, to discuss it.  Staff will be happy to look at a plan and advise you before you proceed to writing the essay proper.

More detailed information about assessment methods, dates and regulations is provided in the Essential Information booklet which you will be given during Induction Week.

As well as the help provided by the group and the university, it may help you to read and absorb a good, British, guide to university study.  A number of these are available from the university bookshop.

# OUTLINE OF COMPULSORY MODULES

## IB96U0 FOUNDATION IN MANAGEMENT AND ORGANIZATIONAL ANALYSIS

### Module Aims
This foundation module, which runs for five weeks, has been designed to ensure that all students undertaking the programme share a common skills set and theoretical knowledge base. It also provides an opportunity to ensure that all students are cognisant with the aims of the programme and those regulations and expectations pertaining to it

The aims associated with this module are to provide:

1.  An academic foundation for the social scientific study of management and organizational analysis

2.  Relevant skills in library based research, assessment writing – including referencing, oral presentation, and critical thinking and analysis

3.  Knowledge of particular expectations and regulations pertaining to the study of a taught MA programme at Warwick Business School

### Content
Structurally, this module runs two distinct but interrelated components in parallel. The first, focuses on an introduction to a range of study and assessment skills, including problem identification and analysis, the use of library facilities, essay writing, plagiarism avoidance, group work, and presentation skills. The second, provides an introduction to the social scientific foundations of management and organizational analysis. This combines conceptual and theoretical resources with illustrations of their application to the analysis of enduring organizational issues such as the managerial prerogative, change, and the nature and impact of globalisation. In this sense you will be introduced to the multi-disciplinary character of the course through an exposure to a range of social scientific perspectives on management and organization drawn from different disciplinary areas such as sociology, cultural studies, anthropology, geography and philosophy.

### Teaching
The course is taught through a mixture of lectures and discussions. Students will be expected to be familiar with current business events as well as engaging in in-depth reading for each session.

### Introductory Reading
Grey, C. (2008) *A very short, fairly interesting and reasonably cheap book about studying organizations* [2nd Ed.]. London: Sage.

Cunliffe, A. (2009) *A very short, fairly interesting and reasonably cheap book about studying management*. London: Sage.

Gabriel, Y. (2008) *Organizing Words: A Thesaurus for Social and Organizational Studies*. Oxford: Oxford University Press.

## Assessment

This module will provide you with an opportunity to assess your own capabilities in terms of reading, understanding, teamwork, making presentations and writing essays. You will be placed in a syndicate group with whom you will prepare for the sessions and, in particular, with whom you will make a presentation in the final session of the module.

There are two forms of assessment on this module. The first is a formative presentation which is designed to help you understand early in the programme your own strengths and weaknesses. The marks will not be part of your formal assessment for the MA. The second is an individual essay that is summative in that the grade you achieve on this will be counted towards the overall evaluation of your performance on the

Assignment 1: Syndicate group presentation:

You should take a recent case of an organizational problem that has been discussed in the press and that can be related to the themes addressed in at least one (if not more) of the lectures. The organization can be in the private sector or it can be a public sector or voluntary body. You will then be asked to present your findings to the group.

Assignment 2: Individual essay

You will write an individual essay of a maximum of 2500 words.

# IB96Y0 ORGANIZING IDENTITY

In this module we focus on the recent upsurge of interest in questions of identity within and amongst work organizations. It analyses how organizational and personal 'identity' has been conceptualised, both in practice, and by scholars seeking to make sense of contemporary organizational life.

The module is designed to provide you with a grounding in advanced level theory and research in the area of organizational identity. It is research driven which means that you will be expected to familiarise yourself with current debates in the literature. This will require that you learn research skills yourself. In particular, you will have to learn how to read a large number of papers, books and chapters carefully and with understanding. You will have to learn how to focus on their main arguments and how these compare to the arguments of other authors and papers. You will learn where to find the latest research and to identify the key issues of debate. Overall, this module will make large demands on you in terms of reading, understanding and comprehension.

The first half of the module examines questions of identity as they relate to the management and lives of individual employees, professionals and managers. We discuss how recent changes in, and reforms of, organizational environments have had implications for the ways in which individuals conceive of themselves as particular types of people. The central theme here is that individual identity is practiced in light of distinctive organizational conditions that privilege particular identities, or 'ways of being', over others. This, in turn, is linked to questions of motivation and personal identification with organizational aims and aspirations.

Over the course of the second half of the module the focus shifts to examine the construction and management of identity at an organizational level; that is, how firms and corporations represent themselves and seek to manage their public persona. It considers the forces, both economic and cultural, which have driven the contemporary fascination with the manufacturing of organizational and corporate identities. In particular, attention is directed towards those material practices, including the landscaping of a range of both human and non-human artefacts, which serve to constitute symbolic and aesthetic markers of such identities aimed, in turn, at a range of potential stakeholders including both employees and clients.

## Teaching Methods
The module is taught through a mixture of lectures and seminars.

## Introductory Reading
Webb, J (2006) *Organisations, Identities and the Self*, Basingstoke: Palgrave.
Hatch, M. J. and Schultz, M. (2004) *Organizational Identity: A Reader*. Oxford: Oxford University Press.

## Assessment
You will be required to complete five pieces of formal assessment:

## Term One
- A group presentation of 15 minutes duration to be given in Week 10 [20%]

## Term Two
- A group presentation of 15 minutes duration to be given in Week 15 [20%]
- An individual essay of 3000 words [60%]

# IB96V0 ORGANIZATIONAL BEHAVIOUR

## Objectives:
This module develops an understanding of people's behaviour and the ways people experience work and change with organisations. It draws particularly on theories and research in the field of organizational behaviour. It is not restricted to a purely psychological perspective; theory and research in the related areas of organizational change, social psychology, industrial sociology, philosophy, economics, politics and organizational analysis will also be discussed in order to offer a multi-disciplinary and more holistic appreciation of organizational work-life and social and technological change.

At the end of the module, students should have skills in four specific areas: research skills in terms of a working knowledge of the different research methods used in the study of organizational behaviour, and the benefits and limitations of each; social skills in terms of the group processes involved in different forms of organising; skills relating to the multi-disciplinary analysis of organizational behaviour in its broader context; as well as a critical appreciation of the literature, both theoretical and practical, located within its historical and methodological context.

## Content:
The module begins with an introduction to organisations and organizational behaviour. An emphasis on an appreciation of the context for behavioural and attitudinal change in organizations follows on from this. Sessions focus on a number of workplace issues and practices which have arisen out of some of the major psychological approaches to understanding behaviour in organizations such as motivation, leadership, job and organisation design, social influence, group dynamics and organizational and technological change.

## Teaching Methods:
The module teaching methods will vary according to the topic under consideration. The methods will include lectures, case studies, group and individual exercises. Pre-reading and preparation for sessions is required.

## Introductory (pre module) reading:
A good introduction is Glen, F., *Social Psychology of Organizations*, Methuen, which is basic but cheap.

Some useful texts include:
Huczynski & Buchanan, Organisational Behaviour, Prentice Hall (2010)
Thompson & McHugh, *Work Organization*, Macmillan (2008)

A detailed reading list is provided for the module.

## Assessment:
This module is assessed by essay.

# IB96W0 GLOBALIZATION, GOVERNANCE AND THE RESTRUCTURING OF FIRMS

## Aims and Objectives
Economic and organizational activity increasingly takes place within what is considered to be a globalising marketplace. The aims of this module are:
- To introduce students to the major frameworks for understanding how economic activity is coordinated under conditions of global competition
- To build students' skills in analysing how institutional settings influence the governance of economic activity and the competitiveness of firms.
- To develop students' understanding of how globalization affects institutions and firm organization
- To encourage students, through the combination of lectures and case studies, to understand and critically engage with debates about how public policy and management strategy interact in the construction of competitiveness.

## Introduction
Globalization defines the nature of business and organizations in the contemporary world. Many products have global brands. The multinational firms which produce them have production and marketing facilities across many countries. They receive their financing through international capital markets which bring together funds from across the world. Their workforce consists of employees from many different countries. They manage supply chains of independent sub-contractors based in many parts of the world. The technologies and techniques of management and control which they use are similar. The language and discourse of business and management is common, learnt through the business media and through educational institutions certificated by global associations of business schools. The internet enables ideas to flow relatively friction-free across national borders. Whilst labour lacks such freedom, nevertheless the flow of managers, professionals and employees as well as of illegal migrants across borders continues.

And yet...ultimately all business and management is local in the sense that it has to happen in very concrete circumstances; it has to be realized in specific contexts which continue to have their own distinctive features. We can see that in the action of multinational firms; their decisions as to where to locate production and research facilities are highly strategic. They look for locations that offer them appropriate levels of skills and training, regulatory and tax environments that offer them advantage, political and legal contexts which are stable etc.. It is also clear that new small and medium sized businesses depend on a particular array of local circumstances that enable entrepreneurs to develop and grow. Even what we describe as global financial markets are actually highly local – so much so that the two largest are referred to in very local terms – the City (of London) and Wall Street.

Modern business and management is characterized therefore by this interaction of global processes, global competition, global markets, global rules and local embeddedness, local institutions (of education, training, finance, law, politics) and local organization. When we use the term 'governance' in this context, we are therefore examining how this interaction is managed/governed. How do organizations and managers respond to global and local pressures? When we refer to the restructuring of firms, we are interested in how these pressures lead to firms being reshaped – through growth, through downsizing, through internationalizing, through disaggregating (cutting their operations into separate parts), through networking, through organizing supply chains, through financial engineering etc.
What frameworks do we have for understanding this interaction and its impact on firms and managers? In this module, we use an interdisciplinary framework drawn from sociology, politics, political economy and law which goes under various headings such as 'divergent capitalisms', 'national business systems', 'varieties of capitalism', 'models of capitalism', 'comparative capitalisms', 'comparative institutional analysis'. The basic insight of these approaches is that firms are shaped by the national institutional context in which they exist. Therefore we need to understand the features inside a national context which influence firm strategy and structure – these institutions refer to the educational and training system, the industrial relations and employment system, the financial system, the legal system and the political system. Only when we understand this can we then ask how such firms globalize and what the impact of

globalization is on the national system of the receiving country and the 'sending' country (the so-called 'host' and 'home' country effects). These issues shape how the course has been structured.

## Teaching Methods
The module is taught through lectures. Students will be expected to be familiar with current business events as well as engaging in in-depth reading for each session and making presentations on particular themes.

## Introductory Reading
Bob Hancke ed. (2009) **Debating Varieties of Capitalism: A Reader** Oxford: Oxford University Press.

## Assessment Methods
40% Class test (2 hours)
60% Essay (2500 words)

# IB96X0 INNOVATION AND KNOWLEDGE WORK

## Objectives
Innovation - broadly, the successful exploitation of new ideas - is widely acclaimed as a major imperative, and a key challenge, for organizations and nations seeking to prosper in an increasingly globalized economy. Understanding, and questioning, change and innovation as ubiquitous features of organizational activity, is therefore central to becoming a competent organisational analyst. This module will allow you to:
1. Gain a broad understanding of innovation and knowledge work, and the management of these processes.
2. Learn the different theoretical perspectives on the creation, translation and appropriation of technological, organizational and managerial innovation and knowledge.
3. Appreciate the social and processual nature of innovation activities and 'knowing' in organisations, taking a multi-level perspective on innovation and knowledge work that explicitly addresses the interplay between macro institutional arrangements, meso-level networks, and micro processes of change within (and across) organizations.

## Content
The creation and management of knowledge and innovation is usually understood in narrow, technocratic terms as a linear process involving the transfer of new technologies and competencies from innovators/inventors to users/consumers. This view greatly underemphasises the dynamic, interactive and context dependent nature of, all bar the most simple, innovations and the ways in which power, management practices, organizational routines, and wider institutional arrangements all come to bear on the development and implementation of new ideas. In this course, we will contrast this traditional linear approach with an alternative view which brings forward the social, material and interest-led nature of innovation, knowing and learning in organizations. During the lectures we will discuss the theoretical underpinning of this view and implications for theory and practice. Many of the lectures will build on the current and recent research of the members of IKON, a Warwick Business School research group that conducts leading international level work on these topics.

## Teaching Methods
The module will be taught through a mixture of lectures, case studies, group discussion and simulation. Students will be expected to prepare the assigned readings for each session and there will be weekly presentations from groups of students on topics related to the module. The course will also include guest speaker(s) who will present the results of their research and share their experience at conducting high level academic research.

## Introductory Reading
The set text for this module is Newell, S., Robertson, M.Scarbrough, H. and Swan, J. *Managing knowledge work and innovation. 2nd Edition*, Basingstoke, Palgrave, 2009. [Please note that the old edition is quite different and so not acceptable]. We suggest that you familiarise with the text prior to the course.

## Assessment
This module is assessed by a group project/case study and an individual essay. The marks will be combined to give your final result for the course.

# IB96Z0 RESEARCHING ORGANISATIONS

## Module Synopsis
This fifteen week core module introduces a variety of epistemological approaches and quantitative, qualitative and documentary research methods used in social science research and in particular to the study of organizations and work. The philosophy that underpins the module is that researching organizational behaviour at a post-graduate level and in a critically informed manner requires more than an understanding of qualitative and quantitative methods. The module therefore provides an opportunity to examine the epistemological and ontological assumptions that underpin a wide range of research methodologies that are drawn on by researchers in analysing organizations. The module does not aim to prescribe particular research approaches or methods but rather aims to enable students to develop appropriate research designs for the issues they choose to investigate for their dissertations and to do so in a critically informed and reflexive manner. This requires an acknowledgement of the social and economic context of researching organizations together with ethical aspects of the research process.

Five 2-hour and ten 3-hour sessions are provided which utilise a mixture of lectures, seminars and workshops through which students are able to develop both their analytical and practical skills.

## Assessment
Assessment for the course is via two written assignments  consisting of an essay and a research proposal and al group presentation on research design.  These assessments are weighted as follows:  30% for the essay, 50% for the proposal and 20% for the group presentation.

## Readings
There is no single text for this module. However the following are recommended readings:

Mark J Smith (1998) *Social Science in Question*, Sage/The Open University, London (Particularly useful for the first five weeks of the course).

Phil Johnson and Joanne Duberley (200) *Understanding Management Research,* Sage Publication (Particularly useful for the first five weeks of the course).

Gillian Symon and Catherine Cassell (eds) (1998) *Qualitative Methods and Analysis in Organizational Research: A practical guide*, Sage Publications, London

Alan Bryman (Ed) (1988) *Doing Research in Organizations*, London, Routledge

Gribich, C (2007) *Qualitative Data Analysis: An Introduction,* Sage Publications, London

Silverman, D (2007) *A very short, fairly interesting and reasonably cheap book about Qualitative Research,* Sage Publications, London

# IB97C0 MAMOA RESEARCH DISSERTATION MODULE

## Module Synopsis

The research dissertation forms part of the requirements for the award of the MA degrees. On completion of the dissertation students should have demonstrated:

- An advanced familiarity with the philosophical, methodological and practical requirements of undertaking an independent research project
- An ability to negotiate access to relevant data sources
- The capacity to identify, organize and analyse relevant data sets
- An ability to engage in critical analyses of organisational issues
- The recognition of and critical engagement with assumptions underpinning conceptual frameworks
- The ability to develop and compare competing interpretations of phenomena

The dissertation module therefore draws on and extends learning from the subject-based courses of the Programme, together with learning from the research organisations module.

## Module Delivery

Whilst there is no formal teaching on this module, each student will be allocated a supervisor at the beginning of term three who will help, advise, and guide the research process in its early stages and comment on a draft of the dissertation. Students are expected to meet with their supervisors for either group based or one to one research tutorials during the third term. Whilst some students may choose to collect the data for their dissertations in countries other than the UK they should ensure that they are available for tutorials with their supervisor before they start collecting their primary empirical data.

## Assessment

Assessment is based on a 10,000 word dissertation.

# IB97B0 ETHICS AND VALUES IN ORGANIZATIONS
## (Option)

## Objectives
As business ethics and corporate social responsibility have today become fundamental to organizational practices and the work of managers and consultants, we have designed this module to develop the abilities of students to investigate and analyse organizational situations where issues of ethics, values and responsibility are paramount.

In particular the module aims to:
  i.    Provide students with theories from the fields of politics and philosophy that will enable them to critically analyse, unravel and elaborate organizations' ethical issues of responsibility, justice, virtue and values
  ii.   Equip students with knowledge of the theories and practice of business ethics and CSR
  iii.  Allow the students, through the use of case studies, to relate to contemporary ethical dilemmas faced by organizations, and to study the responses organizations are currently putting in place to manage these dilemmas
  iv.   Consider the current global context and the growing pressures (legal, cultural, social, and economic) on organizations to engage in ethical responsible practices

The module draws upon a range of established philosophical traditions in order to interrogate critically the claims and practices associated with corporate and business ethics.

## Content:
The syllabus includes:
  1.  Utilitarian ethics
  2.  Ethical imperative and deontology
  3.  Justice and rights
  4.  Virtue

Teaching methods include the utilization of films, newspapers articles and case studies. These are to be analysed and discussed in class so that ethical dilemmas can be identified and examined and current managerial and organizational responses scrutinised and thoroughly investigated. Students are invited and guided to research the subject at hand, inform themselves and develop their own position on the matter under investigation.
Assessment of this module will be by based on an essay and a group project.

## Suggested readings
Fredrick, R. E. (2002) *A Companion to Business Ethics*. Oxford: Blackwell

Jones, C. Parker, M. and Ten Bos, R. (2005) *For Business Ethics.* London: Routledge.

Matten, D. and Crane, A. (2003) *Business Ethics.* Oxford: Oxford University Press.

May, S. Cheney, G. and Roper, J. (2007) *The Debate Over Corporate Social Responsibility.* Oxford: Oxford University Press.

## Assessment
This module is assessed by a group project and an individual essay. The marks will be combined to give your final result for the course.

# IB98 R0 MANAGEMENT OF CHANGE
## (OPTION)

Management of change has been designed to help you understand some of the challenges faced by management within an increasingly volatile organizational environment.

It will introduce you to the major frameworks for understanding how different forms of organizational change might be evaluated, analysed and managed and encourage you to consider how the cultural and micro-political dimensions of organizational life impact on both the need for change and the ways in which it manifests itself. As such, it will also require that you engage critically with debates about the limitations of organizational change and its ideological dimensions.

The module will draw on recent developments in the field of organizational change management to examine the dynamics of managing change within varying organizational and environmental contexts. Dependent on Faculty availability and interests, you will explore such topics as:

- Models and strategies for change
- Images and metaphors of change
- Cultural change
- Power and resistance to change

## Suggested Readings
Carnall, C. (2007) *Managing Change in Organizations* Harlow: Pearson Education.

Collins, D. (1998) *Organizational Change: Sociological Perspectives*. London: Routledge.

Grieves, J. (2010) *Organizational Change: Themes and Issues*. Oxford: Oxford University Press.

Mabey, C. and Mayon-White, B. (eds) (1993) *Managing Change*. Milton Keynes: Open University.

## Assessment
This module is assessed by a 2500 word individual essay.

# STAFF TEACHING ON THE MA IN MANAGEMENT
# AND ORGANIZATIONAL ANALYSIS 2010-11

**Andrew D. BROWN** is Professor of Organizational Behaviour at the University of Warwick. He has previously held faculty positions at Manchester Business School, University of Nottingham, University of Cambridge and University of Bath. Andrew has undertaken a wide range of consultancy work for organizations such as Digital Equipment Corporation, the NHS and Barclays Bank. He sits on the editorial boards of *Human Relations* and *Journal of Management Studies* and is a Co-Editor of *Organization Studies*. His principal research interests are centred on issues of discourse and identity. He has published work in a wide range of scholarly journals, including the *Academy of Management Review*, *Journal of Management Studies*, *Human Relations* and *Organization Studies*.

**Martin CORBETT, BA (Leeds), MA (Lancaster), PhD (Warwick), CPsychol, AFBPsS**. Associate Professor of Organisational Behaviour and Industrial Relations, Martin has held research grants from the Medical Research Council and the European Union, and has acted as a consultant for a number of business and not-for-profit organisations. He was written seven books and over 40 journal articles based upon his research on behavioural and managerial aspects of information and communication technologies. His current research interests include neuro-scientific management and the role of the unconscious in organisational behaviour.

**Alessia CONTU** Laurea (Italy), MA (Lancaster), PhD (UMIST). Associate Professor. Examination Officer, MA Organisation Studies Research interests and publications on politics and ethics of working; learning and organising; identity, resistance and power at work; goodness; discourse theory and philosophy.

**Ardha DANIELI** BA (Hons) Birmingham, Ph.D (Bristol). Associate Professor. Research interests include: Equality and Diversity in organisations and industrial relation specifically in relation to gender and to disability. Social science research methodology. Current research project Disabled Students in Higher Education.

**Michel GOYER,** BA. (McGill), PhD (MIT). Associate Professor. Main areas of research focus on corporate governance in France and Germany; promises and limits of institutionalist theories in social sciences with a particular focus on the Varieties of Capitalism approach; the development of financial markets in continental Europe; and the historical development of the French model of capitalism.

**Philip HANCOCK,** B.A. (Nottingham Trent), M.A. (Warwick), PhD (Keele). Associate Professor. Main research interests are in the areas of critical organization theory, art and aesthetics, organizational ethics and the impact of managerialism on everyday life. Publications include Work, Postmodernism and Organization (Sage, 2001) [co-authored with M. Tyler], The Management of Everyday Life (Palgrave 2009) [co-edited with M. Tyler], and Understanding Corporate Life (Sage 2010) [co-edited with A. Spicer].

**Nick LLEWELLYN,** BA Econ (Nottingham Trent), PhD (Bournemouth). Reader in Organization Studies. Interested in ethnomethodological approaches to studying organizational processes. Has studied a number of work and non-work settings, including public meetings, city streets and art galleries. His work has been published in leading journals such as Organization Studies, the British Journal of Sociology, Human Relations, Sociology.

**Holly MARSH** made the transition from the private sector into academia undertaking her PhD here at Warwick in 2006. Holly teaches on various courses in the business school, particularly in the areas of Organizational Behaviour, Leadership and Change Management. Her research interests are in the areas of Critical Management Studies, The Sociology of Work, Identity Studies, Career Management and Career Transitions.

**Marina MICHALSKI** has a PhD from Queen Mary, University of London, and an MBA from Imperial College. She taught at undergraduate level for thirteen years at the London campus of The American Inter Continental University, having since taught at Master's and undergraduate levels at Queen Mary (UL), Middlesex University and Royal Holloway (UL). Her research interests include interactions between Human Resources, Performance Management and Knowledge Management; the role of different organizational tools in change management and organizational learning; the tensions between standardization of practices and innovation; and the use of IT-based

tools with respect to users' values and organizations' political and cultural contexts.

**Davide NICOLINI** is Associate Professor (Reader) at IKON, the Warwick Business School research unit on Innovation Knowledge and Organizational Networks. He is also co-director of the Warwick Institute of Health. Prior to joining the University of Warwick he researched and lectured at the University of Trento and Bergamo (Italy). He also held a senior social scientist position at the Tavistock Institute of Human Relations in London from 1995 to 2001. His work has appeared in journals such as Organisation Science, Organisation Studies, Journal of Management Studies, Human Relations, Management Learning, Social Science and Medicine. From 2009 he is Editor of Management Learning. His recent research focuses on the development of a practice-based approach to the study of organizational phenomena and its implications for the understanding of knowing, collaboration and change in organizations. Although these days most of his work is carried out in healthcare organisations, he has also studied construction sites, factories, public organizations and scientific labs.

**Martin PARKER** joins Warwick in September 2010 from Leicester University, following posts at Staffordshire and Keele. He has written about a variety of topics, including the ethics and politics of management, alternative organizations, and the representation of organizations in popular culture. He is currently writing a book on 'economic outlaws' which begins with Robin Hood and ends with 'Oceans 13'.

**Melanie SIMMS**, BSc Hons (UMIST), MA (Warwick), PhD (Cardiff). Assistant Professor. Research interests include trade union organisation and recruitment, union membership and activism with a particular focus on under-represented groups, and union renewal. Interests in comparative research in France, Germany, US and Australia.

**André SPICER** BComm (Otago (NZ)), MBus (Otago), PhD (Melbourne). Associate Professor. Main research interests focus on power and resistance in and around organization. He is currently researching cynicism, discursive struggles during port disputes, dismodule of globalisation in public broadcasting, theories of space, and alternative forms of organising. He has currently published articles in Organization, Journal of Management Studies, Ephemera and a number of chapters in books.

**Jacky SWAN**, BSc (Sussex), PhD (Wales), C.Psychol. Professor. Director of the Innovation Knowledge and Organization Networks (IKON) research centre. Research interests and publications focus broadly on linking innovation and networking to the management and translation of knowledge. Recent projects have focused more specifically on the translation of innovative science into actual changes in medical practice.

*Although the Business School takes care to ensure that the information given in this booklet is as accurate as possible at the time of publication, it reserves the right to make changes at its discretion as a result of developments in academic fields, changes in personnel or student demand or other changes in circumstances. (July 2010)*