

3E6: ORGANIZATIONAL BEHAVIOUR AND CHANGE

COURSE GUIDE 2008-2009

Lecturer: Dr Kate Kenny
University Lecturer in HRO
Judge Business School
University of Cambridge
Trumpington Street

Tel: 01223 339700
Email: k.kenny@jbs.cam.ac.uk

3E6 Organizational Behaviour & Change (OBC) is a 16 hour lecture course delivered in the Lent Term. OBC is a very broad subject concerned with how work is structured and the experience of work and change within organizations. To provide a framework to apprehend this breadth, the course is subdivided into four sections, covering the main perspectives and issues. These sections are: classical perspectives, micro-perspectives, macro-perspectives and change

Aims and Objectives

The aims and objectives of the course are to:

- Introduce ideas useful in the analysis of organizational processes and change
- Encourage critical thought about organizations and the events that occur within them
- Develop an appreciation of how theories can be translated into practical applications.
- Stimulate critical consideration of organizations as social and political communities
- Facilitate understanding of organizations as lived and living entities.

The philosophy behind the course is that academic concepts can be used as an 'intellectual tool kit' - a collection of frameworks and ideas that can be used to critically analyse organizational situations, thereby gaining a better understanding of 'what is going on' in order to take appropriate action.

Supervisions

There will be 4 supervision classes for OBC. You will be allocated a supervisor early in Lent term and should contact your supervisor by email as soon as possible to arrange your first meeting.

You will normally need to prepare a brief essay or essay plan for each supervision and be ready to discuss it with your supervisor and other students. This will require some reading to be undertaken from the list above.

The supervision questions are designed to integrate across the course, and are not necessarily examples of the type of question in the exam, for which see the section below.

Q1: Are classical approaches to Organizational Behaviour (Theory of Bureaucracy, Scientific Management, Human Relations Theory) of any relevance to today's organizations?

Q2: All of the issues of motivation, groups, change and management in general are soluble by the application of strong leadership. Discuss.

Q3: Why is it so hard to change an organisation's culture?

Note: the 4th supervision is typically a revision session.

Assessment

Assessment is by exam only. The paper will be a 90 minute essay paper with 4 questions of which you should choose TWO. There are some previous exam questions at the end of this document.

Coursework

You may choose to submit coursework. This may be used to contribute to the coursework part of your portfolio, it does not form part of the assessment for this module.

Optional Essay

Discuss the ethics involved in organizational culture management.

You may find it useful to refer to a work organization of your choosing.

Word Length: 2000 words

Deadline: Friday 6th March 2009, 12 noon, CUED Teaching Office

List of Lectures

Topic	Lecture/Week
1. Introduction to OBC	1
<i>Part 1: Classical Perspectives on Organizations</i>	
2. Weber and the Theory of Bureaucracy	1
3. Taylor and Scientific Management	2
4. Human Relations Theory	2
<i>Part 2: Micro Perspectives on Organizations</i>	
5. Motivation and Job Satisfaction	3
6. Leadership	3
7. Groups in Organizations	4
8. Emotions and Emotional Labour	4
<i>Part 3: Macro Perspectives on Organizations</i>	
9. Organizational Structure	5
10. The Emergence of Contemporary Management Theory	5
11. Organizational Culture	6
12. Post-Bureaucratic Organizations	6
<i>Part 4: Change in Organizations</i>	
13. Models of Organizational Change	7
14. Power, Politics and Change	7
15. Change: Consequences and Concerns	8
16. Conclusion to OBC	8

READING LIST (CLASSMARKS REFER TO JUDGE BUSINESS SCHOOL LIBRARY EXCEPT WHERE OTHERWISE STATED)

General Reading

The best overall general text for the course is:

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave	HD58.7.T466 2002
----------------------------------	--	-------------------------

You are strongly recommended to purchase this text. The second edition (1995) which may be available second hand is also acceptable, but note that page and chapter references in this list will differ. The text is quite demanding, but it is very comprehensive on most issues.

On the topic of change, you may wish to consult a more specialist textbook, such as:

Senior B. (1998), *Organizational Change*. London: Pitman.

This latter also includes some basic material on other parts of the course. Otherwise there is a plethora of introductory texts of which some of the better are:

Grey, C. (2008)	A very short, fairly interesting and reasonably cheap book about studying organizations, Sage	
Knights D and Willmott H (2006),	Introducing Organizational Behaviour and Management. Thomson Learning	
Buchanan, D. & Huczynski, A. (2001)	<i>Organizational behaviour: an introductory text.</i> 4 th ed. London: Financial Times Prentice Hall	HD58.7.H83 2001

Detailed Reading

NOTE: In general, more references are provided for topics where the basic overview texts listed above are not very comprehensive. But, in any case, **there is no expectation that you will read all, or even most**, of what is listed here. The intention is to give you the *option* of reading deeply on topics that interest you, and to provide alternatives if your first choice readings are out of the libraries.

1. Introduction: Studying OBC

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave pp.3-14 only	HD58.7.T466 2002
----------------------------------	---	-------------------------

Or look at any of the general reading listed above, or:

Morgan, G. (1990)	<i>Organizations in society.</i> Basingstoke: Macmillan	HM131.M67
Perrow, C. (1993)	<i>Complex organizations: a critical essay.</i> 3 rd ed. London: Scott Foreman	HM131.P47 1993
Burrell, G. & Morgan G. (1979)	<i>Sociological paradigms and organisational analysis: elements of the sociology of corporate life.</i> London: Heinemann	HM131.B87
Czarniawska-Joerges, B. (1992)	<i>Exploring complex organizations: a cultural perspective.</i> Newbury Park, Calif.: Sage	HM131.C92
Reed, M. (1985)	<i>Redirections in organizational analysis.</i> London: Tavistock	UL: 9420.c.4981 (Reading Room)

2. Weber and the Theory of Bureaucracy

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave pp.34-39 & pp.357-358	HD58.7.T466 2002
----------------------------------	---	-------------------------

The classic text is:

Weber, M. (various editions)	<i>Economy and society: an outline of interpretative sociology.</i> Ch.11: 'Bureaucracy'	HM57.W42 v.2
------------------------------	---	---------------------

Gouldner, A.W. (1954)	<i>Patterns of industrial bureaucracy.</i> New York: Free Press	HD31.G68
Blau, P. (1955)	<i>The dynamics of bureaucracy.</i> Chicago, Ill.: University of Chicago Press	JF1351.B52 1963
Crozier, M. (1964)	<i>The bureaucratic phenomenon.</i> Chicago, Ill.: University of Chicago Press	HD33.C76
Albrow, M. (1996)	<i>Do organisations have feelings?</i> London: Routledge	HD60.A42

A more modern, and highly readable, discussion of bureaucracy is:

Ritzer, G. (2000)	<i>The McDonaldization of society: an investigation into the changing character of contemporary social life.</i> 3 rd ed. Thousand Oaks, Calif.: Pine Forge	HM131.R57 2000
-------------------	---	-----------------------

A defence of bureaucracy is:

Du Gay, P. (2000)	<i>In praise of bureaucracy: Weber, organization and ethics.</i> London: Sage	JF1351.D83
-------------------	---	-------------------

3. Taylor and Scientific Management

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave pp.29-33 only	HD58.7.T466 2002
----------------------------------	---	-------------------------

The foundational text is:

Taylor, F.W. (1911)	The principles of scientific management. New York: Harper & Brothers	Available at melbecon.unimelb.edu.au/het/taylor/sciman.htm and www.fordham.edu/halsall/mod/1911taylor.html & T55.9.T39 1967
---------------------	---	---

Useful commentaries include:

Edwards, R. (1979)	<i>Contested terrain: the transformation of the workplace in the twentieth century.</i> London: Heinemann	HD6957.U6 E38
Littler, C.R. (1982)	<i>The development of the labour process in capitalist societies: a comparative study of the transformation of work organization in Britain, Japan and the USA.</i> London: Heinemann	HD6971.L57
Friedman, A.L. (1977)	<i>Industry and labour: class struggle at work and monopoly capitalism.</i> Basingstoke: Macmillan	HD8391.F74
Littler, C.R. (1985)	“Taylorism, Fordism and job re-design.” In: Knights D., Willmott, H. & Collinson D.L. (eds.) <i>Job redesign: critical perspectives on the labour process.</i> London: Macmillan	DESK Littler 2 Also in T60.8.K54

A readable account of work in a ‘Fordist’ context is:

Beynon, H. (1973)	<i>Working for Ford.</i> London: Penguin	HD8039.A8 B49
-------------------	--	----------------------

The historical background and its links to engineering are brilliantly explained in:

Shenhav, Y. (1999)	<i>Manufacturing rationality: the engineering foundations of the managerial revolution.</i> Oxford: Oxford University Press	T56.S53
--------------------	--	----------------

4. Human Relations Theory

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave Ch.4: ‘Managing the human factor’	HD58.7.T466 2002
----------------------------------	---	-------------------------

Foundational texts include:

Mayo, E. (1960)	<i>Human problems of an industrial civilization.</i> 3 rd ed. New York: Macmillan	HD6971.M39 1960
Roethlisberger, F.J. (1943)	<i>Management and the worker.</i> Cambridge, Mass.: Harvard University Press	T58.R63
Maslow, A. (1987)	<i>Motivation and personality.</i> 3 rd ed. New York: Longman	BF503.M37 1987

McGregor D. (1960)	<i>The human side of enterprise.</i> New York: Harper & Row	HF5549.M322
--------------------	--	--------------------

It is probably a better use of time to concentrate on commentaries and studies of human relations theory than to plough through the foundational texts. Of these, the most interesting, although not the easiest, is:

Rose, N. (1999)	<i>Governing the soul: the shaping of the private self.</i> 2 nd ed. London: Routledge Part 2: 'The productive subject'	BF636.R67 1999
-----------------	---	-----------------------

Other possibilities include:

Carey, A. (1967)	"The Hawthorne Studies: a radical criticism." <i>American Sociological Review</i> , 32(4): 403-416	DESK Carey 1
Edwards, R. (1979)	<i>Contested terrain: the transformation of the workplace in the twentieth century.</i> London: Heinemann	HD6957.U6 E38
Littler, C.R. (1982)	<i>The development of the labour process in capitalist societies: a comparative study of the transformation of work organization in Britain, Japan and the USA.</i> London: Heinemann	HD6971.L57

An interesting case study and analysis is:

Roberts, J. (1984)	"The moral character of management practice." <i>Journal of Management Studies</i> , 21(3): 287-302	Business Source Premier & Judge Journals Section
--------------------	---	---

5. Motivation and Job Satisfaction

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave Ch.19: 'Motivation: the drive for satisfaction'	HD58.7.T466 2002
----------------------------------	---	-------------------------

MASLOW, Abraham (1943)	'A Theory of Human Motivation' <i>Psychological Review</i> , 50 (4): 370-396, available at http://psychclassics.yorku.ca/Maslow/motivation.htm	
------------------------	---	--

6. Leadership

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave Ch.17: 'Open to persuasion: communication and leadership'	HD58.7.T466 2002
----------------------------------	---	-------------------------

Again this is a topic well covered in the standard OB textbooks, but see also:

Fiedler, F.E. (1967)	<i>A theory of leadership effectiveness.</i> New York: McGraw-Hill	HM141.F53
----------------------	--	------------------

7. Groups in Organizations

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave Ch.20 'From Groups to Teams'	HD58.7.T466 2002
Schein, E.H. (1988)	<i>Organizational psychology.</i> 3 rd ed. Englewood Cliffs: Prentice-Hall	HF5548.8.S33 1988
Tuckman, B. (1965)	"Development sequence in small groups." <i>Psychological Bulletin</i> , 63(6): 384-399	DESK Tuckman 1
Belbin, R.M. (1997)	<i>Changing the way we work.</i> London: Butterworth-Heinemann	HD31.B44
Janis, I.L. (1971)	"Groupthink." In: Leavitt, H.J., Pondy, L.R. & Boje, D.M. (eds.) (1989) <i>Readings in managerial psychology.</i> 4 th ed. Chicago: University of Chicago Press.	HF5548.8.L42 R4 1989
Weick, K. (1993)	"The collapse of sensemaking in organizations: the Mann Gulch disaster." <i>Administrative Science Quarterly</i> , 38(4): pp.628-652	Business Source Premier

Again, all the standard textbooks have good coverage.

8. Emotion and Emotional Labour

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction</i> . 3rd ed. Basingstoke: Palgrave Ch.18: 'Putting the pressure on'	HD58.7.T466 2002
Fineman, S. (ed.) (1993)	<i>Emotion in organizations</i> . 1 st ed. London: Sage	HD58.7.F56 E4 1993
Hochschild, A.R. (1983)	<i>The managed heart: commercialization of human feeling</i> . Berkeley, Calif.: University of California Press	BF531.H62
Kets de Vries, M.F.R. & Miller, D. (1984)	<i>The neurotic organization</i> . San Francisco, Calif.: Jossey-Bass	HD58.7.K47

9. Organizational Structure

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction</i> . 3rd ed. Basingstoke: Palgrave Ch.5: 'Organisations and environments' Also pp.39-40	HD58.7.T466 2002
Robbins, S. (1990)	<i>Organization theory: the structure and design of organizations</i> . 3 rd ed. Englewood Cliffs, N.J.: Prentice-Hall Pt.2: 'The determinants: what causes structure?'	HD31.R62 1990
Lawrence, P.R. & Lorsch, J.W. (1967)	<i>Organization and environment: managing differentiation and integration</i> . Boston, Mass.: Harvard Business School Press	HD58.9.L38

10. The Emergence of Contemporary Management Theory

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave Ch.11: 'New economy, new organisations?' Ch.13: 'Corporations and culture: reinventing organisation man?'	HD58.7.T466 2002
Peters, T.J. & Waterman, R.H. (1982)	<i>In search of excellence: lessons from America's best-run companies.</i> New York: Harper & Row	HD70.U5 P47 I5
Ouchi, W. (1981)	<i>Theory Z: how American business can meet the Japanese.</i> Harlow: Addison-Wesley	HD70.J3 O82
Pascale, R.T. & Athos, A.G. (1982)	<i>The art of Japanese management.</i> Harmondsworth: Penguin	HD70.U5 P37
Deal, T.E. & Kennedy, A.A. (1988)	<i>Corporate cultures: the rites and rituals of corporate life.</i> Harmondsworth: Penguin	HD58.7.D42 C6
Crosby, P.B. (1979)	<i>Quality is free: the art of making quality certain.</i> New York: McGraw-Hill	TS156.6.C76 Q3
Sewell, G. & Wilkinson, B. (1992)	"Someone to watch over me: surveillance, discipline and the just-in-time labour process." <i>Sociology</i> , 26(2): 271-289	DESK Sewell 1
Jackson, B. (2001)	<i>Management gurus and management fashions.</i> London: Routledge	HD31.J32
Willmott, H. (1993)	"Strength is ignorance; slavery is freedom: managing culture in modern organizations." <i>Journal of Management Studies</i> , 30(4): 515-552	Business Source Premier & Judge Journals Section
Wilkinson, A. & Willmott, H. (1995)	<i>Making quality critical: new perspectives on organizational change.</i> London: Routledge	HD62.15.W54

11. Organizational Culture

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3 rd ed. Basingstoke: Palgrave Ch.13: 'Corporations and culture'	HD58.7.T466 2002
----------------------------------	---	-------------------------

The basic material on organisational culture includes the work by Pascale & Athos, Peters & Waterman, Kanter and, especially, Deal & Kennedy listed for topic 10. Otherwise, a good overview is:

Anthony, P.D. (1994)	<i>Managing culture</i> . Buckingham: Open University Press	HD58.7.A57
----------------------	---	-------------------

More detailed and/or advanced are:

Rosen, M. (1988)	“You asked for it: Christmas at the bosses’ expense.” <i>Journal of Management Studies</i> , 25(5): 463-480	Business Source Premier & Judge Journals Section
Kunda, G. (1992)	<i>Engineering culture: control and commitment in a high-tech corporation</i> . Philadelphia, Penn.: Temple University Press	HD58.7.K86
Kanter, R.M. (1977)	<i>Men and women of the corporation</i> . New York: Basic Books First three chapters	HD58.7.K36

12. Post-Bureaucratic Organizations

Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction</i> . 3rd ed. Basingstoke: Palgrave Ch.11: ‘New economy, new organisations?’	HD58.7.T466 2002
Clegg, S. (1990)	<i>Modern organizations: organization studies in the postmodern world</i> . London: Sage	HM131.C53
Heckscher, C. & Donnellon, A. (eds.) (1994)	<i>The post-bureaucratic organization: new perspectives on organizational change</i> . Thousand Oaks, Calif.: Sage Esp. Ch.1: ‘Introduction’	HD58.8.H42
Thompson, P. & Warhurst, C. (eds.) (1998)	<i>Workplaces of the future</i> . Basingstoke: Macmillan	HF5548.8.T46
Grey C. & Garsten C. (2001)	“Trust, control and post-bureaucracy.” <i>Organization Studies</i> , 22(2): 229-250	Judge Journals Section Available online via: www.degruyter.de/journals/os/2001/pdf/22_229.pdf

13. Models of Organizational Change

Most of the standard OB textbooks listed earlier also have a chapter on change. Additionally, many of the readings listed for topics 10-12 have relevance for change and its management.

Senior B. (1998),	<i>Organizational Change. London: Pitman.</i>	
Thompson, P. & McHugh, D. (2002)	<i>Work organisations: a critical introduction.</i> 3rd ed. Basingstoke: Palgrave Ch.16: 'Learning, change and innovation'	HD58.7.T466 2002
Armenakis, A. & Bedeian, A. (1999)	"Organizational change: a review of theory and research in the 1990s." <i>Journal of Management</i> , 25(3): pp.293-315	Business Source Premier
Burnes, B. (2000)	<i>Managing change.</i> 2 nd ed. London: Pitman	HD58.8.B87 2000

14. Power, Conflict and Change

Senior B. (1998),	<i>Organizational Change. London: Pitman.</i> Chapter 5	
Fleming P and Spicer A (2007)	Contesting the Corporation, Cambridge University Press Chapter 1: Faces of Power in the Organization (pp11-28)	
McCabe, Darren (2008)	Power at Work: How Employees Reproduce the Corporate Machine, Routledge.	

15. Change: Consequences and Concerns

Collins, D. (1998)	<i>Organizational change: sociological perspectives</i> . London: Routledge Chapter 4	HD58.8.C64
Sturdy, A. and Grey, C. (2003).	Beneath and Beyond Organizational Change, <i>Organization</i> , Vol. 10, No. 4, 651	UL: 232.c.99.30 (South Wing 6)
Thompson, P. & McHugh, D. (2002)	Work organisations: a critical introduction. 3rd ed. Basingstoke: Palgrave Ch.16: 'Learning, change and innovation'	HD58.7.T466 2002
Bourdieu, P. (ed.) (1999)	The weight of the world. Cambridge: Polity Esp. pp.255-408	UL: 232.c.99.30 (South Wing 6)
Sennett, R. (1998)	<i>Corrosion of character: the personal consequences of work in the new capitalism</i> . New York: Norton	HD8072.5.S46
Grint, K. (1997)	<i>Fuzzy management</i> . Oxford: Oxford University Press Esp ch.4	HD30.19.G74

16. Conclusion and Revision

No specific reading – see earlier lists.

Previous Examination Questions

This is the fifth time this course has run. Note that some details of the course have changed over time. Previous exam questions were:

2003 Exam

1. Explain the principles and assumptions contained within Taylor's scientific management [60%]. To what extent is Human Relations Theory an alternative to scientific management? [40%]
2. Explain Tuckmann's model of group development and the punctuated equilibrium model of group development [20%]. Identify the different roles taken within groups and explain the reasons for this [20%]. What common problems are associated with effective group performance? [60%]
3. Why did new models of management and organization emerge from the 1970s onwards? [20%]. Explain the culture model and the post-bureaucratic model of organizations [40%]. What difficulties are associated with implementing these two models? [40%]
4. Explain Lewin's '3-phase' model of organizational change [20%]. What are the limitations of this and similar models? [20%]. How does organizational politics impact upon the change process? [60%]

2004 Exam

1. What are the characteristics of Weber's 'model' of bureaucratic organizations? [20%]. Explain the features of 'bureaucratic dysfunctionality' [40%]. What is the difference between formal and substantive rationality, and what are the implications of this difference for organizations? [40%]
2. What is the 'trait approach' to leadership? [20%]. Explain the limitations of this approach [40%]. How is leadership linked to power? [40%].
3. How is organizational structure defined? [30%]. What is the relationship between organizational structure and organizational size? [20%]. What is the structure of a post-bureaucratic organization? [50%].
4. Explain the case that the rate of change in the business environment has increased in the last 30 years [30%]. What are the main arguments against this case? [30%]. Many estimates suggest that over half of organizational change management programmes fail to meet their targets. What are the main explanations for this? [40%].

2005 Exam

1. Describe the main experiments contained within the Hawthorne Studies [30%]. In what ways did the Hawthorne Studies provide a distinctive new approach to management and in what ways were they a continuation of existing approaches? [20%]. Evaluate the long-term impact of the Hawthorne Studies upon the theory and practice of organizations [50%].
2. What is emotional labour? [20%]. Explain the advantages to a business of emotional labour [40%]. What are the damaging effects of emotional labour? [40%]
3. What is organizational culture? [20%] What techniques can be used to manage organizational culture and what practical limitations do these have? [40%]. What ethical concerns are raised by organizational culture management? [40%]
4. Outline the features of rational and bounded rational models of decision making [30%].
How does organizational politics impact upon decision making in organizations? [30%] If decisions about organizational change are rational, does it follow that resistance to organizational change is irrational? [40%]

2006 Exam

- | | | |
|---|--|-------|
| 1 | (a) Is Organisation Behaviour a science? | [40%] |
| | (b) Why is social science different from natural science? | [40%] |
| | (c) Whose interests does Organisation Behaviour serve? | [20%] |
| 2 | (a) Why are groups an important aspect of behaviour in organisations? | [30%] |
| | (b) What are the differences between individual and group risk-taking? | [30%] |
| | (c) What is 'group think' and how does it affect organisations? | [40%] |
| 3 | (a) Describe the 'ideal-type' post-bureaucratic organisation. | [30%] |
| | (b) How is the post-bureaucratic organisation superior to traditional bureaucracy? | [30%] |
| | (c) What are the limitations of the research heralding the advent of the post-bureaucratic form? | [40%] |
| 4 | (a) Why has change management recently become an important area in Organisation Behaviour? | [40%] |
| | (b) What is the 'political model' of change management? | [30%] |
| | (c) Why do some employees resist organisational change? | [30%] |
-

2007 Exam

1. Outline the 'ideal type' rational-legal bureaucracy [20%]. Weber described bureaucracy as the most rational and technically efficient form of organization. What did he mean by this? [40%]. What are the possible dysfunctions of bureaucracy and how can they be prevented? [40%].
2. What were the Hawthorne Experiments? [40%]. What are the managerial implications of the 'Hawthorne Effect'? [40%]. Outline the methodological problems with the Hawthorne Experiments [20%]
3. Why has Organization Behaviour traditionally neglected emotions in organizations? [30%] What is 'emotional labour' and why has it recently become

an important topic in Organization Behaviour? [40%]. What are the limitations of emotional labour? [30%]

4. What is the Rational Decision Making model of organizational change and what are its limitations? [30%]. How do power and politics influence change management processes? [30%] Why do change management programmes often fail? [30%]