H8CNGMT: Change Management

Module Code:	H8CNGMT
Long Title	Change Management AWAITING PROCESSING
Title	Change Management
Module Level:	LEVEL 8
EQF Level:	6
EHEA Level:	First Cycle
Credits:	5
Module Coordinator:	ANTHONY PAUL STYNES
Module Author:	DERMOT KILLEN
Departments:	
Specifications of the qualifications and experience required of staff	

Learning Outcomes	
On successful completion of this module the learner will be able to:	
#	**Learning Outcome Description**
LO1	LO 1. Identification of the main drivers of change facing the modern organisation
LO2	LO 2. Diagnose and analyse perception and reaction to change
LO3	LO 3. Identify the main models of change that exist
LO4	LO 4. Evaluate and implement successful change interventions
LO5	LO 5. Critically assess and analyse the importance of culture and leadership for managing change

Dependencies
Module Recommendations
No recommendations listed
Co-requisite Modules
No Co-requisite modules listed
Entry requirements

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Module Content & Assessment

Indicative Content

Introduction (10%)
• Drivers of change • Information Technology driven change • Models of organisational change • New organisational forms • Individuals and new technology • Diagnosis

Human Factors and Information Technology (15%)
• Knowledge and computer mediated work • Human reactions to Information Technology - pace of change • User centred design, development and deployment of Information Technology • Managing knowledge workers • Continuum of alternative work arrangements

Planning and Implementing Change (15%)
• Planned vs emergent approach to organisational change • Lewin's Model of change • IT driven strategic change • Change interventions - strategic, human, structural and technological o Role of leadership in leveraging IT o Successful management of change o Evaluation of IT enabled change interventions

Resistance to Change (15%)
• Individual resistance • Organisational resistance • The power-politics perspective • Overcoming resistance – perceptions of IT and buy-in

Culture and Change (15%)
• Understanding corporate culture; the cultural web • Cultural typologies • Organisational culture and change • Non-adaptive cultures • Culture change • IT implementation – cultural issues

Models of Organisational Change (15%)
• Organisational effectiveness - determining the degree of change required • Role of IT in business transformation • Pathways to business transformation - business process re-engineering • TQM Interventions • The learning organisation

Future Impacts of Change (15%)
• Economic trends – economic, social, political and technological issues • Societal impacts

Assessment Breakdown	%
Coursework	30.00%
End of Module Assessment	70.00%

Assessments

Full Time

Coursework

Assessment Type:	Assignment	**% of total:**	30
Assessment Date:	n/a	**Outcome addressed:**	1,2,3,4,5
Non-Marked:	No		

Assessment Description:
Sample continuous assessment (practical): will be an individual assessment. Learners will be provided a research scenario & will be asked to work out a plan for a statistical analysis that involves descriptive & inferential statistics. The expected output will be a plan for a statistical analysis incorporating appropriate conclusions & justifications regarding the decisions made. Within this plan for a statistical analysis, learners will be expected to demonstrate their ability to link abstract concepts to a research scenario & to critically evaluate the plan chosen against the backdrop of possible alternative design decisions. The module assessment strategy will be decided annually.

End of Module Assessment

Assessment Type:	Terminal Exam	**% of total:**	70
Assessment Date:	End-of-Semester	**Outcome addressed:**	1,2,3,4,5
Non-Marked:	No		

Assessment Description:
The end of semester examination paper which is two hours in duration usually contains three questions, with students required to answer two of the three questions. Question format will usually be of essay-style but may also include other formats (e.g., a plan for an extended business data analysis project or a technical figure). Marks will be awarded based on clarity, structure relevant examples, depth of topic knowledge and an understanding of the potential and limits of solutions.

No Workplace Assessment

Reassessment Requirement

Repeat examination
Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	*Workload Description*	*Hours*	*Frequency*	*Average Weekly Learner Workload*
Lecture	No Description	2	Every Week	2.00
Tutorial	No Description	1	Every Week	1.00
Independent Learning	No Description	7.5	Every Week	7.50
			Total Weekly Contact Hours	3.00
Workload: Part Time				
Workload Type	*Workload Description*	*Hours*	*Frequency*	*Average Weekly Learner Workload*
Lecture	No Description	2	Every Week	2.00
			Total Weekly Contact Hours	2.00

Module Resources

Recommended Book Resources

Balogan and Hope-Hailey. (2008), Exploring Strategic Change, 3rd. Pearson.

Lango and Cristofolli. (2007), Strategic Change Management in the Public Sector., wiley.

Senior, Barbara. (2003), Prentice Hall, 2nd.

Hiatt J., Creasey T. (2003), Change Management, Prosci Press.

Carr D.K. Hard K.J. (2003), Managing the Change Process, McGraw Hill..

Burnes, B. (1996), Managing Change: A Strategic Approach to Organisational Dynamics,, Pitman Publishing, London., London.

Supplementary Book Resources

Clarke, T., & Clegg, S.,. (1998), Changing Paradigms: The Transformation of Management Knowledge for the 21 Century,, HarperCollins Publishers, London.

Davenport T.H., Prusak L.,. (1998), Working Knowledge, Harvard Business School Press..

Hambrick, D.C., Tushman, M.L. & Nadler, D.A.. (1998), Navigation Change: How CEOs Top Teams & Board Steer Transformation,, Harvard Business School Press..

Kotter, J.P. (1999), What Leaders Really Do, , Boston, Harvard Business Review..

Nadler, D.A., Tushman, M.L. & Nadler M.B.,. (1997),). Competing by Design: The Power of Organisational Architecture,, Oxford University Press..

Leebaert, D.. (1998), The Future of The Electronic Marketplace, MIT Press..

Watson R.T., Berthon P., Pitt L. F., Zinkhan G.M. (2000), Electronic Commerce, The Dryden Press,, Harcourt Publishers.

This module does not have any article/paper resources

Other Resources

[Journals], Academy of Management Journals.

[Journals], Business and Finance.

[Journals], Harvard Business Review.

[Journals], International Journal of Industrial Organisation.

[Journals], Management.

[Journals], New Technology, Work and Employment.

Discussion Note:	