

## H8MGC: Management of Change

Module Code:	H8MGC
Long Title	Management of Change <b>APPROVED</b>
Title	Management of Change
Module Level:	LEVEL 8
EQF Level:	6
EHEA Level:	First Cycle
Credits:	5
Module Coordinator:	RON ELLIOTT
Module Author:	EUGENE O'LOUGHLIN
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Select and use appropriate Change Management concepts, strategies, processes, tools and techniques to improve organisational and departmental effectiveness
LO2	Develop a critical stance on the issues that contribute to the resistance to change in an organisational context
LO3	Facilitate change management initiatives in a range of organisational settings.
LO4	Implement a range of change management principles and develop ethical leadership skills that will enhance themselves and the organisations they operate in
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	

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Module Content & Assessment			
Indicative Content			
<b>The context and meaning of change (10%):</b> • International context of change • Globalization and change • Demographics and change • Work patterns and change			
<b>Organisations and their changing environments (10%)</b> • Triggers of change (i.e. Disruptive Technology, Big Data and Digital Transformation) • Organisational response to change			
<b>The nature of organisational change (20%)</b> • Types of change • Predictable change • Diagnosing change situations			
<b>Organisational structure and change (20%)</b> • What is organisational structure • Influences of structure • Organisational structure and change			
<b>Organisational culture and change (10%)</b> • Informal organisation • Meaning of culture • The source of organisational culture • Changing organisational culture to bring about change			
<b>The politics of change (10%)</b> • Organisational politics • Power in organisations • Politics , power and conflict Ethics			
<b>Leadership of change (20%)</b> • Management and Leadership • Approaches to leadership • Leadership in times of change			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Part Time			
Coursework			
<b>Assessment Type:</b>	Assignment	<b>% of total:</b>	40
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Students will be required to produce a written project of 2,500 to 3,000 words (+/-10%) that will test their knowledge of issues involved in the management of change and their understanding of how barriers and resistance can be overcome. Students will indicate how change may be implemented and demonstrate how they can initiate, participate in or react to change. They will be offered a choice of three project topics from which they can select the one which is most relevant to their own business or working environment.			
<b>Assessment Type:</b>	Project	<b>% of total:</b>	60
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> To reflect the integration of learning inherent in a level 8 programme, an integrative assessment ranging across the three modules has been introduced in the programme. This takes the form of a case study or research project which requires learners to demonstrate their ability to develop cross-disciplinary solutions to the problems raised in the case study or research project. Learners will be marked on their integrative abilities and demonstration of subject specific knowledge (LO1 – LO4). This piece of work constitutes part of the continuous assessment component of the following three modules: 1. Management of Change 2. Business Systems Analysis 3. Communication Dynamics			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
<b>Repeat failed items</b> <i>The student must repeat any item failed</i>			
<b>Reassessment Description</b> Students must pass all components of assessment on the module; a component fail leads to a component repeat. The repeat assessment strategy requires students to complete an assignment to ensure that they have met the minimum learning outcomes. Learners may build on prior work from the assessments.			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Part Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Lecture	21	Per Semester	1.75
Independent Learning	Independent Learning	104	Per Semester	8.67
Total Weekly Contact Hours				1.75

Module Resources	
<i>Recommended Book Resources</i>	
<p>Esther Cameron, Mike Green. (2015), Making Sense of Change Management, 4th Edition. Kogan Page Limited, London, p.450, [ISBN: 978-0-7494-7258-0].</p> <p>Mark Hughes. (2010), Managing Change, 2nd Edition. McGraw-Hill Education, London, p.366, [ISBN: 978-1-84398-2418].</p> <p>Constantine Andriopoulos, Patrick Dawson. (2009), Managing Change, Creativity and Innovation, 2nd Edition. SAGE, London, p.374, [ISBN: 978-1-4129-4852-4].</p> <p>John Hayes. (2010), The Theory and Practice of Change Management, 3rd Edition. Palgrave Macmillan, Basingstoke, p.496, [ISBN: 978-0-230-21069-1].</p> <p>Cummings, T., Worley, C., Donovan, P.. (2020), Organisational Development and Change, 2nd Edition. Cengage EMEA.</p>	
<i>Supplementary Book Resources</i>	
<p>Kotter, J.. (2012), Leading Change, 2nd Edition. Harvard Press, Boston, [ISBN: 978-1-422-18642-5].</p> <p>Bernard Burnes. (2014), Managing Change, 6th Edition. Pearson, Harlow, p.656, [ISBN: 978-0-273-77896-7].</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	