

H8CMOD: Change Management and Organisational Development

Module Code:	H8CMOD
Long Title	Change Management and Organisational Development APPROVED
Title	Change Management and Organisational Development
Module Level:	LEVEL 8
EQF Level:	6
EHEA Level:	First Cycle
Credits:	10
Module Coordinator:	Pauline Kelly Phelan
Module Author:	Isabela Da Silva
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Demonstrate conceptualised knowledge of the characteristics and processes of organisational development
LO2	Critically evaluate the methods and approaches to organisational development as a means of enabling organisations to meet their goals.
LO3	Demonstrate an understanding of the principles and concepts that direct change in organisations and its implications for organisations
LO4	Critically evaluate key models of planned change and their application to various change scenarios/specific business scenarios
LO5	Explore the context and triggers of change and analyse potential sources of resistance to change and recommend means of overcoming resistance in an organisation
LO6	Explore the role of HR in managing and driving change in an organisation
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	As per programme requirements.

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Module Content & Assessment			
Indicative Content			
Introduction to Organisational Development Analysis, Diagnosis and Interventions Pestle, Swot analysis, employee surveys			
Organisational Development Interventions E.g.Engagement, High Performing Work Systems, Lean and Six SigmaConcepts, Organisational Learning			
The Context of Organisational Change and Transformation Economic and global Influences impacting organisations and resultant changes Triggers for change within the organisation Managing and implementing change initiatives International change and challenges Models of planned change Sources ofresistance to change Managing and overcoming resistance to change Designing change interventions and influencing.Implementing successful change			
Psychology of Change Individual change (Behavioural, cognitive, psychodynamic and humanistic approaches to change, Myers Briggs Type Indicator) Team change andleadingchange			
Cultural Change The complexities of cultural change The impact of culture, and influences of power and leadership Change Agents and Collaborators			
Communicating Change The change escalator Communication approaches Strategies - Facilitation, Participation and involvement			
Private and Public Sector Change n/a			
The Role of Human Resource Managers in organisational change HR as change agents Leading and facilitating change initiatives			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Formative Assessment	% of total:	Non-Marked
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	Yes		
Assessment Description: A formative assessment will be given in class and this will include a group presentation. Marks are not assigned for this, although it is part of course work. Case studies will be assigned to groups and they will be required to analyse the case, make recommendations on how an organisation should manage change and present their findings and recommendations in class. Feedback on their presentation, recommendations and their understanding of the key topics will be given to assist them in preparing for their assignments.			
Assessment Type:	Assignment	% of total:	100
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: This module is assessed through an assignment which is case based or may be applied to the organisation that students are employed in. The assignment brief will be issued to learners at the start of the module.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
Coursework Only <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>			

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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	Classroom and demonstrations	36	Per Semester	3.00
Independent Learning	Independent learning	202	Per Semester	16.83
Tutorial	Mentoring and small-group tutoring	12	Per Semester	1.00
Total Weekly Contact Hours				4.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Cameron E, and GreenM.(2015)MakingSense ofChangeManagement:ACompleteGuide to theModels,Tools andTechniques ofOrganizational change,5th ed, Kogan Page,UK.</p> <p>Cheung-Judge, M-Y. andHolbeche, L , (2021) ,Organizational Development: A practitioner's guide for OD and HR. 3rd ED, Kogan Page, London.</p> <p>Cohen, D. S. (2005) The Heart of Change Field Guide: Tools And Tactics for Leading Change in Your Organization, Mass: Harvard Business Review Press, Boston, https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=e076mww&AN=674958&site=eds-live&scope=site.</p>	
<i>Supplementary Book Resources</i>	
<p>Armstrong M., and Taylor S., (2020) Armstrong's Handbook of Human Resource Management Practice, 15thEdition, Kogan Page, London. (Also available as an e-book).</p> <p>CIPD(2012),Building Productive Public Sector Workplaces. Boosting HR Performance in the Irish Public Sector, CIPD UKwww.cipd.co.uk.</p> <p>Mark Hughes. (2010), Managing Change, McGraw-Hill Education, p.366, [ISBN: 9781843982418].</p> <p>Kew J andStredwickJ., (2016) Human Resource Management in a Business Context. 3rdEdition. CIPD U.K.</p> <p>Seddon J., 2003,Freedom from Command and Control, Vanguard Education U.K.</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	