

## H9ODD: Organisational Design and Development

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| <b>Module Code:</b>                                                          | H9ODD                                                                                                                                                                                                                                         |
| <b>Long Title</b>                                                            | Organisational Design and Development <b>APPROVED</b>                                                                                                                                                                                         |
| <b>Title</b>                                                                 | Organisational Design and Development                                                                                                                                                                                                         |
| <b>Module Level:</b>                                                         | LEVEL 9                                                                                                                                                                                                                                       |
| <b>EQF Level:</b>                                                            | 7                                                                                                                                                                                                                                             |
| <b>EHEA Level:</b>                                                           | Second Cycle                                                                                                                                                                                                                                  |
| <b>Credits:</b>                                                              | 10                                                                                                                                                                                                                                            |
| <b>Module Coordinator:</b>                                                   | COLETTE DARCY                                                                                                                                                                                                                                 |
| <b>Module Author:</b>                                                        | Isabela Da Silva                                                                                                                                                                                                                              |
| <b>Departments:</b>                                                          | School of Business                                                                                                                                                                                                                            |
| <b>Specifications of the qualifications and experience required of staff</b> |                                                                                                                                                                                                                                               |
| <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                                                                          | Critically evaluate theory and concepts in relation to organisational design and development to understand the general principles and key issues that underpin them                                                                           |
| LO2                                                                          | Examine the meaning and value of organisational design and development and review the rationale for and the complexity of organisational design, considering a range of organisational forms and discussing the contextual relevance of these |
| LO3                                                                          | Develop understanding of different methods and approaches to organisational development and how these align with organisational goals                                                                                                         |
| LO4                                                                          | Examine responses and approaches to change, including strategies for employee engagement and reflection on personal skills and behaviours that influence successful implementation                                                            |
| <b>Dependencies</b>                                                          |                                                                                                                                                                                                                                               |
| <b>Module Recommendations</b>                                                |                                                                                                                                                                                                                                               |
| No recommendations listed                                                    |                                                                                                                                                                                                                                               |
| <b>Co-requisite Modules</b>                                                  |                                                                                                                                                                                                                                               |
| No Co-requisite modules listed                                               |                                                                                                                                                                                                                                               |
| <b>Entry requirements</b>                                                    | There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.                                                                                                 |

# H9ODD: Organisational Design and Development

| Module Content & Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                           |         |
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| Indicative Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                           |         |
| <b>Overview and purpose of organisational design</b><br>The theoretical basis of organisational design and development. Understanding the differences between organisational design and organisational development. Understanding the triggers and when & why to undertake organisation design                                                                                                                                                                                                                                                          |                 |                           |         |
| <b>Organisation design models and frameworks</b><br>The options for organisational design and how these align with organisational aims and objectives. Understanding systems-based approaches and new emerging organisation design models. Critiquing the strengths and limitations of organisational forms. Assess the evidence sources and data that supports organisational design and development choices                                                                                                                                           |                 |                           |         |
| <b>Diagnostics &amp; Gap Analysis</b><br>Understanding the importance of diagnostics and gap analysis tools. How to conduct and use diagnostic and gap analysis tools. Based on evidence based decisions assess the impact that the drivers for change have on the choice of transformation strategies.                                                                                                                                                                                                                                                 |                 |                           |         |
| <b>Organisational change and implementation strategies</b><br>Strategies for building employee engagement, leading and communication of change Review of the models that predict resistance and the implications of change for the employee experience The skills and behaviours needed by people professionals working or supporting the work of organisational design and how to acquire these Understanding the requirements for personal learning and development as key levers for change, transformation; coaching and mentoring, supervision etc |                 |                           |         |
| <b>Examination of the rationale for organisational design and development</b><br>Review of external, internal and economic drivers, the context of change and organisational agility required. The development from informal to formal structure as a small organisation develops and grows, including the strategy and new structured required. Understanding horizon scanning and how structure, size, geography, market dynamism in which the organisation operates impacts the nature of the business and organisational culture.                   |                 |                           |         |
| Assessment Breakdown                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                           | %       |
| Coursework                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                           | 60.00%  |
| End of Module Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                           | 40.00%  |
| Assessments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                           |         |
| Full Time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                           |         |
| Coursework                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                           |         |
| <b>Assessment Type:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Assignment      | <b>% of total:</b>        | 60      |
| <b>Assessment Date:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | n/a             | <b>Outcome addressed:</b> | 3,4     |
| <b>Non-Marked:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No              |                           |         |
| <b>Assessment Description:</b><br>2000-2500 word assignment pertaining to HR analytics.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                           |         |
| End of Module Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                           |         |
| <b>Assessment Type:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Terminal Exam   | <b>% of total:</b>        | 40      |
| <b>Assessment Date:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | End-of-Semester | <b>Outcome addressed:</b> | 1,2,3,4 |
| <b>Non-Marked:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No              |                           |         |
| <b>Assessment Description:</b><br>Learners are required to complete a three-hour unseen examination where they answer three questions from a total of five.                                                                                                                                                                                                                                                                                                                                                                                             |                 |                           |         |
| No Workplace Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                           |         |
| Reassessment Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                           |         |
| <b>Repeat examination</b><br>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.                                                                                                                                                                                                                                                                                                                                                           |                 |                           |         |

## H9ODD: Organisational Design and Development

| 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                            |
| Directed Learning                    | Directed e-learning          | 36    | Per Semester | 3.00                            |
| Independent Learning                 | Independent learning         | 178   | Per Semester | 14.83                           |
| Total Weekly Contact Hours           |                              |       |              | 6.00                            |

| Module Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
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| <i>Recommended Book Resources</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| Cichocki, P. Irwin, C. (2014) Organization Design: A Guide to Building Effective Organization. 2nd ed. London: Kogan Page. Available as an eBook and hard copy in the NCI library..                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| <i>Supplementary Book Resources</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| <p>Cheung-Judge, M-Y. and Holbeche, L. (2015) Organizational development: a practitioner's guide for OD and HR. 2nd ed. London: Kogan Page..</p> <p>Cummings, S., Bridgman, T. and Brown, K.G. (2016) Unfreezing change as three steps: rethinking Kurt Lewin's legacy for change management. Human Relations. Vol 69, No 1, January. pp33-60.</p> <p>Gill, R. (2002) Change leadership – or change management? Journal of Change Management. Vol 3, No 4. pp307-318.</p> <p>Guerci, M., Longoni, A. and Luzzini, D. (2016) Translating stakeholder pressures into environmental performance: the mediating role of green HRM practices. International Journal of Human Resource Management. Vol 27, No 2. pp262-289.</p> <p>Hughes, M. (2007) The tools and techniques of change management. Journal of Change Management. Vol 7, No 1. pp37-49.</p> <p>Hughes, M. (2011) Do 70 per cent of all organizational change initiatives really fail? Journal of Change Management. Vol 11, No 4. pp451-464.</p> <p>Kilmann, J., Shanahan, M., Toma, A., Zeilinski, K. (2010) Demystifying organizational design: Understanding the 'Three Critical Elements'. Boston Consulting Group.</p> <p>Mohdzaini, H., (2021) Digital transformation in organisations and people functions: What is digital transformation and why should it matter to people professionals? Chartered Institution of Personal Development, June 2021.</p> |  |
| <i>This module does not have any article/paper resources</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <i>This module does not have any other resources</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| Discussion Note:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |