

MODULE DESCRIPTOR

SECTION A: MODULE DETAILS

Module Title	Change Management and Organisation Development						
Short Title	Change Man						
Module Code	MG630	Date of First Approval			September 2018		
Responsible Department	Business, Law & Computing	Date of Version			September 2018		
FHEQ Level	Level 6: Honours	Version No.			1		
Credit Value	15 Credits	Expected Length			15 weeks		
Status	Approved	Regime of Delivery			Campus Based		
Semester taught	S1 <input checked="" type="checkbox"/>	S2 <input checked="" type="checkbox"/>	S3 <input type="checkbox"/>	SB <input type="checkbox"/>	S1A <input checked="" type="checkbox"/>	S2A <input checked="" type="checkbox"/>	SBA <input type="checkbox"/>
	T1 <input type="checkbox"/>	T2 <input type="checkbox"/>	T3 <input type="checkbox"/>	T4 <input type="checkbox"/>	Other <input type="checkbox"/>	Other <input type="checkbox"/>	Other <input type="checkbox"/>

SECTION B: MODULE DESCRIPTION

Brief Description
<p>This module aims to enable students to develop a critical understanding of change management theory and practice in modern organisations. Students will understand the key business drivers of change, the change management context, change management theory and approaches, and resistance to change.</p> <p>Additionally the module will introduce students to the concept of Organisation Development (OD) and how that can be linked to contemporary organisations. OD focuses on making interventions by facilitating the way employees are motivated to perform and rewarded for performance; are involved in the business decision making process and interact with each other</p> <p>Change is inevitable and a constant factor in organisational life. This module will require students to relate their academic learning to real organisations and develop an in-depth understanding of the challenges which organisations face.</p>

Indicative Content
<ul style="list-style-type: none"> • What is Change Management and why is it so critical in organisations? • Managing change and the role of the leader • The context of organisational change • Critical theories and approaches to change management • Planned and unplanned change • Organisation Development approaches • Resistance to change

SECTION C: MODULE OUTCOMES

On successful completion of the module, the student will be able to:	
1.	Understand the strategic and operational importance of change in organisations
2.	Critically evaluate change management theory, strategies and tactical options including organisation development
3.	Synthesise unplanned and planned change and organisation development approaches
4.	Critically assess the key areas of organisational and individual resistance to change

Key Skills Matrix		
	<i>Developed</i>	<i>Assessed</i>
Information Acquisition	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Critical thinking, analysis and synthesis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Self-reflection	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communication Skills: Oral	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Communication Skills: Written	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Information & Communications Technology (ICT)	<input type="checkbox"/>	<input type="checkbox"/>
Numeracy & Quantitative Skills	<input type="checkbox"/>	<input type="checkbox"/>
Problem Solving & Decision Making	<input type="checkbox"/>	<input type="checkbox"/>
Independent & Self-managed Learning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Working with Others	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

SECTION D: MODULE STRATEGY

Employability / Career Development Statement
<p>This module develops employability skills in terms of the knowledge and application of change management skills. In this VUCA environment (Volatile, uncertain, complex and ambiguous) students will need to understand strategies which can be used personally to be more resilient and agile. However this module will also consider organisational issues, in terms of Organisation Development, which is a key skill valued by many employers, but particularly those who might work in a consultative or leadership role.</p> <p>Effective team working will be required in order to tackle group discussions. Problem solving, critical reasoning ability and creativity will be developed within the seminars and through the assessment.</p>

Learning & Teaching Strategy
<p>This module uses a combination of lectures and seminars reinforced by personal study undertaken by the students in order to achieve the learning outcomes of the course.</p> <p>Seminars will be interactive, case study and exercise based. A case study will be used throughout the module and potentially for the assignment, to enable students to apply the models and theories. This case study approach is designed to develop the critical thinking, analytical, problem solving and communication skills which are required for level 6 study. As the seminars are interactive sessions, the students are expected to familiarise themselves with relevant discussion topics, well in advance, in order to ensure a fair and meaningful contribution by each student. Lecture slides and material will be made available well in advance on Blackboard in order to enable them to do this.</p>

Assessment Strategy
PR1 will be in the form of a presentation which can be conducted in pairs or individually. The presentation will apply change management models to a case study scenario. This will be 15 minutes long to include questions
The presentation will be supported by an individual report, CW1, which builds on the change management aspects considered in the presentation, and also includes more of the organisation development models and theories.

SECTION E: SCHEDULED LEARNING AND TEACHING

Notional Hours	
1 Credit is equivalent to 10 notional learning hours (30 credits = 300 learning hours). All hours should be calculated based on what an individual student might be expected to receive.	
<i>Category (Please refer to QAA Guidance in completing this section)</i>	<i>Total Hours</i>
Scheduled Learning and Teaching Activities (SLTA)	
Lectures (incl. virtual and face to face contact)	30
Seminars (incl. virtual and face to face contact)	15
Tutorials – per individual student (incl. virtual and face to face contact)	
Project supervision (incl. virtual and face to face contact)	
Demonstration (incl. virtual and face to face contact)	
Practical classes and workshops	
Supervised time in studio/workshop/rehearsal space	
Fieldwork, e.g. survey work, data collection	
External visits, e.g. visits to sites, museums or collections	
Sub-total: SLTA	45
PLUS Guided Independent Study (GIS)	105
PLUS Placements / Study Abroad / Work based Learning	
TOTAL (Sub-total of SLTA plus GIS, plus Placements)	150

SECTION F: ASSESSMENTS

Summative Assessment Regime				
ID	KIS Category/Activity Type & Brief Description (Please refer to: QAA Guidance in completing this section)	Learning Outcomes Assessed	Weighting % or P/F	Indicative Week No.
PR1	Practical Exam: Oral Assessment and Presentation: Paired or individual presentation relating to change management. 15 minutes to include questions	1,2	40	9
CW1	Coursework: Written Assignment: 2000 word report on change management and Organisation Development models	2,3,4	60	13
Module Pass Requirements: Standard Regs apply				

SECTION G: ACADEMIC RESOURCES

Key Texts
<ul style="list-style-type: none">• Burnes, B. (2014). <i>Managing Change</i> (6th ed.). London: Pearson• Hayes, J. (2014). <i>The Theory and Practice of Change Management</i> (4th ed.). London: Palgrave MacMillan• Cummings, T., Worley. C. (2015) <i>Organisation Development and Change</i> (10th edn). Cengage Learning: Stamford, CT
Journals (including e-Journals)
<ul style="list-style-type: none">• Harvard Business Review• MIT Sloan Review• Journal of Change Management
Databases
<ul style="list-style-type: none">• Emerald• Proquest
Websites
<ul style="list-style-type: none">• Change Management Institute: www.cipd.co.uk/hr-topics/change-management.aspx• Chartered Institute of Personnel Development, Change Management toolkits: www.cipd.co.uk/hr-topics/change-management.aspx• Harvard Business Review: www.hbr.org

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