

Module specification

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Refer to guidance notes for completion of each section of the specification.

Module Code	ONLM717
Module Title	Organisational Change and Development
Level	7
Credit value	15
Faculty	FSALS
HECoS Code	100079
Cost Code	GABP

Programmes in which module to be offered

Programme title	Is the module core or option for this programme
MSc Human Resource Management	Core

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	15 hrs
Placement tutor support	0 hrs
Supervised learning e.g. practical classes, workshops	0 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs
Total active learning and teaching hours	15 hrs
Placement / work based learning	0 hrs
Guided independent study	135 hrs
Module duration (total hours)	150 hrs

For office use only	
Initial approval date	29th July 2024
With effect from date	September 2024
Date and details of revision	
Version number	1

Module aims

This Module examines methods to improve organisational effectiveness. You will study organisational change, including the concept of planning change, the basic roles and styles of the change manager, and resistance to organisational change and how to overcome it. All aspects of dealing with the people aspects of organisational change from the perspective of a change leader or consultant are discussed in this Module. Topics cover personal change, models and frameworks for change, methods for changing corporate culture and mindsets, approaches to strategy execution, and techniques for implementing new organisational designs and technologies.

Module Learning Outcomes - at the end of this module, students will be able to:

1	Critically analyse the change management process and develop innovative solutions for change management solutions within the current organisational climate.
2	Compare and contrast change management models to initiate an organisational change effectively, through the application of academic theory and critically appraise any identified good practice.
3	Utilising academic research, build a change management plan based on cultural, technological, organisational structure, and leadership factors.
4	Applying academic literature, implement change execution plan(s), taking into consideration the various roles of the change manager, management, and employees.
5	Critically evaluate the effectiveness of change and monitor the process to enable change success factors.

Assessment

Indicative Assessment Tasks:

Formative Assessment

Formative assessment for this module may include:



End of lesson questions or quizzes, to check knowledge at the end of each unit and module, feedback on subject discussion forums, sharing experiences in groups, self and peer assessment and one-minute papers, to demonstrate understanding and progress of subject knowledge, and improve learning.

Summative Assessment

Assignment 1:

Learners are to write a literature review, critically analysing the change management process and develop innovative solutions for change management through comparing and contrasting change management models to initiate an organisational change effectively, through the application of academic theory. (Indicative word count – 1,000 words).

Assignment 2:

Learners are to write an academic paper on change management, focussing on internal and external factors and critically discuss how the change factors impact on the design and implementation of a change execution plan, within the roles of change manager, management and employees, and present an evaluation of the change in the context of business. (Indicative word count – 2,000 words).

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1, 2	Written Assignment	40%
2	3, 4, 5	Written Assignment	60%

Derogations

None

Learning and Teaching Strategies

The overall learning and teaching strategy is one of guided independent study, in the form of distance learning requiring ongoing student engagement. Online material will provide the foundation of the learning resources, to support a blended approach, requiring the students to log-in and engage on a regular basis throughout the eight-week period of the module. There will be a mix of recorded lectures and supporting notes/slides, containing embedded digital content and self-checks for students to complete as they work through the material and undertake the assessment tasks. The use of a range digital tools via the virtual learning environment together with additional sources of reading will also be utilised to accommodate learning styles. There is access to a helpline for additional support and chat facilities through Canvas for messaging and responding.



Indicative Syllabus Outline

Fundamentals of organisational change
Change management theory and models
The role of change management and the manager
Resistance to organisational change
Change culture and mindsets
Change execution and implementation

Indicative Bibliography:

Please note the essential reads and other indicative reading are subject to annual review and update. Please *ensure correct referencing format is being followed as per University [Harvard Referencing Guidance](#)*.

Essential Reads

Journey of Organisational Change Management
International Journal of Human Resource Management
International Journal of Business and Globalisation
Journal of Business and Management
International Journal of Business and Management
Journal of International Economics
International Trade Journal
Journal of Business Research
International Journal of Corporate Social Responsibility

Other indicative reading

Armstrong, M. and Taylor, S. (2020), Armstrong's Handbook of Human Resource Management Practice, (15th edn), Kogan Page, London

Torrington, D. (2017), Human Resource Management, (10th edn), Pearson Education Ltd., Harlow