

Management of Change (MSc)

Module Code:	HRM7003-A
Academic Year:	2018-19
Credit Rating:	10
School:	School of Management
Subject Area:	Human Resource Management
FHEQ Level:	FHEQ Level 7 (Masters)

Pre-requisites:

Co-requisites:

Contact Hours

Type	Hours
Lectures	12
Tutorials	12
Directed Study	74.5
Examinations DO NOT USE	1.5

Availability Periods

Occurrence	Location/Period
PDA	Kozminski University / Full Year (Sept - Aug)
BDA	University of Bradford / Semester 2 (Feb - May)

Module Aims

The module will develop students' critical and analytical skills with specific reference to the matter of organisational change. Studying change from a critical and analytical perspective will enable students to appreciate the challenges of effective organisational change in a variety of contexts that will, in turn, improve their capacity to address the challenges involved. The nature of the module's perspective on change requires that students conduct wider reading and further thinking independent of class-based sessions if they are to develop a rich understanding of organisational change.

Outline Syllabus

The nature of change;
Cultures for change;
Drivers of change;
Reactions to change;
People and change;
Leadership of change;
Models of change;.

Through its focus on developing sustainable organisations that have an ability to change with shifting environmental demands, the module ties in to the School of Management's ESD focus. The tone of the module is heavily influenced by a concern with the 'people' dimension of organisational change and emphasises the need to consider the role of people in implementing change, demonstrating awareness and respect for the concerns people have.

Module Learning Outcomes

On successful completion of this module, students will be able to...

- 1
 - a. Understand organisational change in its various forms.
 - b. Recognise how different change 'problems' require different responses.
 - c. Explain how context influences the decisions taken in respect of organisational change.
- 2
 - a. Appraise organisational change critically.
 - b. Compare different approaches to organisational change.
 - c. Develop approaches to change that address the problems identified in a manner appropriate to the underlying causes and organisational context.
- 3
 - a. Think critically in relation to organisational change
 - b. Study independently both in terms of conducting wider reading and evaluating published academic research.

Learning, Teaching and Assessment Strategy

The module will be delivered through lectures and tutorials. The lectures will provide students with the basic materials in a given area of the course. The lectures are to act as a base for students' wider reading and references are provided in the study materials to guide the students' independent study. Lectures are complemented by tutorials that are designed to consolidate students' understanding of the lecture materials. The tutorials focus on case studies or journal articles concerning an element of change. The feedback that students receive in tutorials is designed to enable them to evaluate their performance on the course. The feedback on evaluating research papers is intended to have direct application to the students' coursework assessment. The module requires students to conduct independent study. Students are required to read and think more widely around topics that we cover in class. To provide some direction for students' further study references for wider reading are provided in each lecture. Summative assessment occurs through two modes of assessment. A critical review of an article on change is designed to assess students' critical and analytical thinking abilities; successful completion of this assessment will demonstrate achievement of learning outcomes 3a and 3b. An examination assesses students' knowledge of the course materials; successful completion of this assessment will demonstrate achievement of

learning outcomes 1 (a, b, c) and 2 (a, b, c).

Mode of Assessment

Type	Method	Description	Length	Weighting	Final Assess'
Summative	Examination - closed book	Closed book exam	1.5 hours	70%	Yes
Summative	Coursework	Individual coursework 1000 words		30%	No

Legacy Code (if applicable)

MAN4144M

Reading List

To view Reading List, please go to [rebus:list](#).