

## Management of Change (Executive)

|                |                           |
|----------------|---------------------------|
| Module Code:   | HRM7021-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       | 26    |
| Tutorials      | 4     |
| Directed Study | 70    |

### Availability Periods

| Occurrence | Location/Period                                   |
|------------|---------------------------------------------------|
| DIA        | Dubai Knowledge Village / Semester 3 (June - Oct) |
| BDA        | University of Bradford / Semester 3 (June - Oct)  |

### Module Aims

1. To provide a framework for a critical understanding of the issues associated with managing change in organisations. 2. To provide opportunities for reflecting on real change in organisations. 3. To consider how change can be delivered in an ethical and sustainable manner.

### Outline Syllabus

The module is predicated on a systemic view of change and organisations and seeks to offer students an integrative framework for understanding and managing change, including consideration of how to ensure change is understood, responded to, handled and managed

in an organisation.

1. Understanding change - the nature and forms of changes, managerial responses and approaches, a systems view of an organisation
2. The environment and context for change - internal and external influences, the scale and impact of change and responses at the cultural and structural levels in organisations
3. Preparing for change - diagnostic models of change and organisations, creating awareness and getting people ready for change (unfreezing), developing a change enabled mind-set, setting strategy and plans
4. Implementing change - models and approaches for undertaking change - process view and n-step approaches
5. Enabling Change - issues of motivation for and resistance against, models of change agency, leadership and their implications
6. Communicating change - effective models of change communication, barriers and enablers to effective ethical communication, sense making and politics.
7. Evaluating change effectiveness - the need for vision, consideration of success and failure and, models for effective monitoring, evaluation and assessment of the impact from change.
8. Sustaining change, implications of sustainability for change, timescales.

### **Module Learning Outcomes**

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

- 1
  - 1a. Demonstrate understanding of the change process, your own and others' response/reaction to it and how these might be modified.
  - 1b. Apply knowledge and understanding around organisational change in its various forms
  - 1c. Identify causes/drivers of change and evaluate courses of action
  - 1d. Explain how context influences the decisions taken in respect of organisational change.
- 2
  - 2a. Identify the environmental influences on change
  - 2b. Appraise organisational change critically including those changes undertaken in their own organisation.
  - 2c. See beyond simplistic, prescriptive, models and focus on the underlying causes and context of change.
  - 2d. Develop approaches to change that address the problems identified in an ethical and sustainable manner.
- 3
  - 3a. Assess the implementation of change within organisations,
  - 3b. Think critically in relation to organisational change,
  - 3c. Act effectively in responding to organisational change and better influence others' experience of change.

### **Learning, Teaching and Assessment Strategy**

To gain a firm understanding of the subject area and the key issues (as outlined in the syllabus) students will be required to attend lectures and tutorials as well as access and engage with a variety of online resources (selected readings, video and audio resources) a designated set text and a module study book that sets out guided reading, self-assessment exercises, case studies and links to additional resources. This relates to module outcomes: 1a, 1b, 1c, 1d, 2a, 2b, 3a, 3b, 3c. In addition students attend a series of tutorial sessions. These sessions support the development of knowledge, discipline and personal skills and provide students with formative feedback on the same. Students have the opportunity to

complete a series of MCQ exercises for each module unit studied. After completing the questions student receive instant feedback on their performance. In addition to this there is the option of completing two formative tasks. These tasks involve answering a question(s) on a key issue/theory relating to the module. Written feedback is provided by the module tutor. This relates to module learning outcomes: 1a, 2a, 3a. The module assignment requires students to consider change management theory and concepts (as well as how evident and executed) in the workplace. This assesses the following learning outcomes; 1a,1b,1c,1d, 2a, 2b, 2c, 2d, 3a, 3b.

### **Mode of Assessment**

| <b>Type</b> | <b>Method</b> | <b>Description</b>                              | <b>Length</b> | <b>Weighting</b> | <b>Final Assess'</b> |
|-------------|---------------|-------------------------------------------------|---------------|------------------|----------------------|
| Summative   | Coursework    | Coursework - Individual assignment (2000 words) | 0-2000 words  | 100%             | Yes                  |

### **Legacy Code (if applicable)**

MAN4311M

### **Reading List**

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