



**Level 6 Advanced Diploma in Human Resource Management (631) 145 Credits**



<b>Unit:</b> Organisational Development	<b>Guided Learning Hours:</b> 200
<b>Exam Paper No.:</b> 2	<b>Number of Credits:</b> 20
<b>Prerequisites:</b> Knowledge of human resource activities.	<b>Corequisites:</b> A pass or higher in Diploma in Human Resource Management or equivalence.
<p><b>Aim:</b> The unit is designed to provide learners with an introduction to organisational learning and development. Learners will develop knowledge and skills related to leadership in the workplace and an understanding of, and experience in, mapping professional learning and development, understanding of the theories and mastery of the skills pertinent to organisation and organisation development. The unit will familiarise learners with the knowledge, roles, responsibilities, and skills in the sphere of organisation and organisation development, as required of managers and organisational development consultants. Organisation management and development involve people to design for and change various aspects of their organisation. This unit provide knowledge and skills necessary to facilitate such effort and process. It explores the relationships among individuals, groups, organisations, and society within the context of a globalised, ever-changing world. A dynamic, holistic, systems approach frames the examination of individual behaviour, interpersonal relationships, and organisational processes, structures, and cultures with emphasis on the interdependencies that impact organisational functioning.</p>	
<b>Required Materials:</b> Recommended Learning Resources.	<b>Supplementary Materials:</b> Lecture notes and tutor extra reading recommendations.
<b>Special Requirements:</b> The unit requires a combination of lectures, demonstrations and discussions.	
<p><b>Intended Learning Outcomes:</b></p> <p>1 The causes, the processes, and the effects of change; why change is both a creative and a rational process.</p> <p>2 The importance of organisational images, mental models and corporate identity, the reality and uniqueness of the organization.</p> <p>3 External environmental pressures and internal, organisational pressures; environmental pressures propelling organisations towards change.</p>	<p><b>Assessment Criteria:</b></p> <p>1.1 Identify why there are limits on what the manager of change can achieve.</p> <p>1.2 Describe how stories of change can illuminate key issues in managing change.</p> <p>1.3 Describe the Change Process/Cycle of Change</p> <p>1.4 Analyse the behaviour change</p> <p>1.5 Describe how to break down barriers and engage the skeptics</p> <p>2.1 Identify different images of managing and of change outcomes.</p> <p>2.2 Outline different images of managing change.</p> <p>2.3 Identify the theoretical underpinnings of the change management images.</p> <p>2.4 Describe the practical implications of images and how to use them.</p> <p>3.1 Evaluate and articulate arguments about why not all organisations are affected equally by such pressures.</p> <p>3.2 Outline a range of issues internal to organisations that push them towards change.</p> <p>3.3 Analyse and gain an awareness of the interaction between forces for stability and forces for change.</p> <p>3.4 Outline and relate differing images of managing change to pressures for change.</p>

<p>4 The distinction between first-order and second-order change; how recent developments in the cognitive sciences, especially the concept of schemata (organizing frameworks for understanding organisational change.</p>	<p>4.1 Outline alternative concepts of change. 4.2 Identify a range of common changes that confront organisations such as downsizing, introducing new technologies, and mergers and acquisitions. 4.3 Examine and familiarise with a variety of issues that emerge at the "front line" for those charged with managing these changes.</p>
<p>5 Applying a range of diagnostic instruments relevant to various aspects of the process of managing.</p>	<p>5.1 Describe the role of diagnostic models. 5.2 Form a view on which instruments most attractive/helpful.</p>
<p>6 Identifying signs of resistance to change and analyse the organisational change approaches underpinning the coach and interpreter images of managing change.</p>	<p>6.1 Describe reasons for resistance to change. 6.2 Identify the strengths and weaknesses of various approaches to the management of resistance to change. 6.3 Describe the organisation development (OD) approach to change. 6.4 Outline recent extensions of the OD approach such as appreciative inquiry and positive organisational scholarship. 6.5 Analyse and familiarise with a sense-making approach to change. 6.6 Examine a range of strengths and weaknesses among the different approaches.</p>
<p>7 The organisational change approaches underpinning the director and navigator images of managing change.</p>	<p>7.1 Explain the change management approach to change. 7.2 Outline contingency approaches to change. 7.3 Analyse the current debates between OD and change management approaches to change. 7.4 Examine and familiarise with the process approach to managing change.</p>
<p>8 How approaches to vision and change differ, depending on the image held of managing organisational change.</p>	<p>8.1 Identify the attributes of what makes a meaningful vision. 8.2 Explain how the context in which a vision is developed relates to the meaningfulness of the vision. 8.3 Describe different techniques and processes for developing vision. 8.4 Outline why some visions may fade over time. 8.5 Outline current arguments concerning the relationship of vision to organisational change.</p>
<p>9 Communication strategies appropriate to different images of managing change.</p>	<p>9.1 Evaluate and justify a variety of strategies involved in communicating change. 9.2 Identify key elements involved in the communication process. 9.3 Describe appropriate communication</p>

<p>10 The difference between the appearance of change and change that has been embedded in an organisation.</p>	<p>strategies for announcing organisational change.</p> <p>9.4 Explain how successful communication processes will vary depending on the stage and type of organisational change.</p> <p>9.5 Analyse the role of toxic handlers in the change process.</p> <p>9.6 Evaluate and assess the different change conversations needed in a change process.</p> <p>9.7 Evaluate how to adapt change language to ensure that it is coherent and aligned with desired changes.</p> <p>9.8 Demonstrate how to make change communication strategies relevant to both internal and external stakeholders.</p> <p>9.9 Identify communication skills appropriate to different images of managing change</p> <p>10.1 Identify a range of actions that can assist in the sustaining of change.</p> <p>10.2 Analyse and outline a number of "pitfalls" that can be encountered when seeking to sustain change.</p>
<p><b>Methods of Evaluation:</b> A 3-hour written examination paper with five essay questions, each carrying 20 marks. Candidates are required to answer all questions. Candidates also undertake project/coursework in Organisational Development with a weighting of 100%.</p>	

### Recommended Learning Resources: Organisational Development

<p><b>Text Books</b></p>	<ul style="list-style-type: none"> <li>• Organisation Development: A Jossey-Bass Reader by Edgar H. Schein (Foreword), Joan V. Gallos. ISBN-10: 0787984264</li> <li>• Organisational Development: Metaphorical Explorations by Cliff Oswick and David Grant. ISBN-10: 0273614517</li> <li>• Organisational Development: Its Nature, Origins, and Projects by W G Bennis.</li> </ul>
<p><b>Study Manuals</b></p> 	<p>BCE produced study packs</p>
<p><b>CD ROM</b></p> 	<p>Power-point slides</p>
<p><b>Software</b></p> 	<p>None</p>