

Long Title:	Management of Change
Language of Instruction:	English
Module Code:	H8MGC
Credits:	5
NFQ Level:	LEVEL 8
Field of Study:	Management and administration
Module Delivered in	no programmes
Module Coordinator:	EUGENE O'LOUGHLIN
Module editor:	EUGENE O'LOUGHLIN
Teaching and Learning Strategy:	The teaching strategy involves the use of lectures, tutorials, independent learning, class discussions, and formative assessment as appropriate. Additionally learners will have access to web and phone-based support for up to six months after the date of the last class.
Learning Environment:	Classes will be conducted in the Executive Education suite of classrooms at the National College of Ireland, or at the training premises of the Irish Computer Society. Learning will take place in classrooms with wireless access to IT resources. Learners will have access to library resources, both physical and electronic, and to Faculty outside of the classroom where required. Module materials will be placed on Moodle, the College's content management system.
Module Description:	The aim of this module is to provide participants with theoretical and practical knowledge of proven Strategic Change Management processes, skills, tools and techniques.
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
LO1	Select and use appropriate Change Management concepts, strategies, processes, tools and techniques to improve organisational and departmental effectiveness
LO2	Develop a critical stance on the issues that contribute to the resistance to change in an organisational context
LO3	Facilitate change management initiatives in a range of organisational setting
LO4	Implement a range of change management principles and develop ethical leadership skills that will enhance themselves and the organisations they operate in
Pre-requisite learning	
Module Recommendations <i>This is prior learning (or a practical skill) that is required before enrolment on this module. While the prior learning is expressed as named NCI module(s) it also allows for learning (in another module or modules) which is equivalent to the learning specified in the named module(s).</i>	
No recommendations listed	
Requirements <i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed. You may not enrol on this module if you have not acquired the learning specified in this section.</i>	
No requirements listed	

Module Content & Assessment

Indicative Content
The context and meaning of change (10%): • International context of change • Globalization and change • Demographics and change • Work patterns and change
Organisations and their changing environments (10%) • Triggers of change • Organisational response to change
The nature of organisational change (20%) • Types of change • Predictable change • Diagnosing change situations
Organisational structure and change (20%) • What is organisation structure • Influences of structure • Organisational structure and change
Organisational culture and change (10%) • Informal organisation • Meaning of culture • The source of organisational culture • Changing organisational culture to bring about change
The politics of change (10%) • Organisational politics • Power in organisations • Politics , power and conflict Ethics
Leadership of change (20%) • Management and Leadership • Approaches to leadership • Leadership in times of change

Assessment Breakdown	%
Coursework	100.00%

Full Time

Coursework				
Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Assignment	Students will be required to produce a written project of 2,500 to 3,000 words (+/-10%) that will test their knowledge of issues involved in the management of change and their understanding of how barriers and resistance can be overcome. Students will indicate how change may be implemented and demonstrate how they can initiate, participate in or react to change. They will be offered a choice of three project topics from which they can select the one which is most relevant to their own business or working environment.	1,2,3,4	40.00	Sem 1 End
Project	To reflect the integration of learning inherent in a level 8 programme, an integrative assessment ranging across the three modules has been introduced in the programme. This takes the form of a case study or research project which requires learners to demonstrate their ability to develop cross-disciplinary solutions to the problems raised in the case study or research project. Learners will be marked on their integrative abilities and demonstration of subject specific knowledge (LO1 – LO4). This piece of work constitutes part of the continuous assessment component of the following three modules: 1. Management of Change 2. Business Systems Analysis 3. Communications and Consultancy	1,2,3,4	60.00	n/a

No End of Module Assessment

No Workplace Assessment

Reassessment Requirement

Repeat failed items

The student must repeat any item failed

NCIRL reserves the right to alter the nature and timings of assessment

Module Workload

This module has no Full Time workload.

Workload: Part Time

<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Lecture	21	Per 15 week block	1.40
Independent Learning	Independent Learning	104	Per 15 week block	6.93
Total Hours				125.00
Total Weekly Learner Workload				8.33
Total Weekly Contact Hours				1.40

Module Resources

Recommended Book Resources

edited by Warren G. Bennis... [et al.], *The Planning of change*, Holt New York [ISBN: 0030895189]

Rosabeth Moss Kanter 1983, *The change masters*, Simon and Schuster New York [ISBN: 0671428020]

Supplementary Book Resources

Spencer Johnson, *Who Moved My Cheese? : Braille Edition*, Natl Braille Pr [ISBN: 9780939173457]

Barbara Senior 2002, *Organisational change*, Financial Times Prentice Hall Harlow [ISBN: 0273651536]

edited by Christopher Mabey and Bill Mayon-White 1993, *Managing change*, Paul Chapman in association with the Open University London [ISBN: 1853962260]

Andrew Leigh and Mike Walters, *Effective change*, Institute of Personnel And Development, 1998. [ISBN: 085292741X]

Bill Mayon-White (Editor), *Planning and Managing Change*, SAGE Publications Inc [ISBN: 1853960535]

Todd D Jick, Maury Peiperl, *Managing Change*, McGraw-Hill/Irwin [ISBN: 0073102741]

John Hayes, *The Theory and Practice of Change Management* [ISBN: 1137275340]

This module does not have any article/paper resources

This module does not have any other resources

