






Advanced Diploma in Human Resource Management (631) – Organisational Development

Prerequisites: Knowledge of human resource activities.	Corequisites: A pass or higher in Diploma in Human Resource Management or equivalence.
<p>Aim: The course has been designed to provide candidates with an introduction to organisational learning and development. Candidates 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 course will familiarise candidates 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. A set of knowledge and skills are necessary to facilitate such effort and process. The nature of the tasks demand that the individuals themselves interact with the materials and knowledge. 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>	
Required Materials: Recommended Learning Resources.	Supplementary Materials: Lecture notes and tutor extra reading recommendations.
<p>Special Requirements: The course requires a combination of lectures, demonstrations and discussions.</p>	
<p>Intended Learning Outcomes:</p> <p>1 Understand why change is both a creative and a rational process.</p> <p>2 Understand the importance of organisational images and mental models.</p> <p>3 Understand environmental pressures propelling organisations towards change.</p> <p>4 Understand the distinction between first-order and second-order change.</p>	<p>Assessment Criteria:</p> <p>1.1 Identify why there are limits on what the manager of change can achieve.</p> <p>1.2 Recognize how stories of change can illuminate key issues in managing change.</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 six change management images.</p> <p>2.4 Understand the practical implications of images and how to use them.</p> <p>3.1 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 Gain an awareness of the interaction between forces for stability and forces for change.</p> <p>3.4 Relate differing images of managing change to pressures for change.</p> <p>4.1 Outline alternative concepts of change.</p> <p>4.2 Identify a range of common changes that confront organisations such as</p>

	<p>downsizing, introducing new technologies, and mergers and acquisitions.</p> <p>4.3 Be familiar with a variety of issues that emerge at the "front line" for those charged with managing these changes.</p>
<p>5 Understand the role of diagnostic models.</p>	<p>5.1 Be able to apply a range of diagnostic instruments relevant to various aspects of the process of managing.</p> <p>5.2 Form a view on which instruments most attractive/helpful.</p>
<p>6 Be able to identify signs of resistance to change. Appreciate more clearly the organisational change approaches underpinning the coach and interpreter images of managing change.</p>	<p>6.1 Describe reasons for resistance to change.</p> <p>6.2 Recognise the strengths and weaknesses of various approaches to the management of resistance to change.</p> <p>6.3 Understand the organization development (OD) approach to change.</p> <p>6.4 Outline recent extensions of the OD approach such as appreciative inquiry and positive organizational scholarship.</p> <p>6.5 Be familiar with a sense-making approach to change.</p> <p>6.6 Articulate a range of strengths and weaknesses among the different approaches.</p>
<p>7 Appreciate more clearly the organisational change approaches underpinning the director and navigator images of managing change.</p>	<p>7.1 Understand the change management approach to change.</p> <p>7.2 Outline contingency approaches to change.</p> <p>7.3 Appreciate current debates between OD and change management approaches to change.</p> <p>7.4 Be familiar with the processual approach to managing change.</p>
<p>8 Appreciate 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.</p> <p>8.2 Have a good understanding of how the context in which a vision is developed relates to the meaningfulness of the vision.</p> <p>8.3 Understand different techniques and processes for developing vision.</p> <p>8.4 Appreciate why some visions may fade over time.</p> <p>8.5 Outline current arguments concerning the relationship of vision to organisational change.</p>
<p>9 Identify communication strategies appropriate to different images of managing change. Identify communication skills appropriate to different images of managing change.</p>	<p>9.1 Appreciate a variety of strategies involved in communicating change.</p> <p>9.2 Identify key elements involved in the communication process.</p> <p>9.3 Describe appropriate communication strategies for announcing organisational change.</p> <p>9.4 Understand how successful communication processes will vary depending on the stage and type of</p>

<p>10 Be able to recognize the difference between the appearance of change and change that has been embedded in an organization.</p>	<p>9.5 organisational change. Analyse the role of toxic handlers in the change process.</p> <p>9.6 Assess the different change conversations needed in a change process.</p> <p>9.7 Be able to adapt change language to ensure that it is coherent and aligned with desired changes.</p> <p>9.8 Be able to make change communication strategies relevant to both internal and external stakeholders.</p> <p>10.1 Identify a range of actions that can assist in the sustaining of change.</p> <p>10.2 Be alert to a number of "pitfalls" that can be encountered when seeking to sustain change.</p>
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Recommended Learning Resources: Organisational Development

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