MODULE DESCRIPTOR

TITLE	ORGANISATIONAL CHANGE AND CONSULTANCY SKILLS			
SI MODULE CODE	25-6045-00L			
CREDITS	20			
LEVEL	6			
JACS CODE	N214 - Change Management			
SUBJECT GROUP	STRATEGIC MANAGEMENT - SBS			
DEPARTMENT	Management			
MODULE LEADER	Jules O'Dor			
NOTIONAL STUDY HOURS BY TYPE	Tutor-led	Tutor-directed	Self-directed	Total Hours
	36	72	92	200

MODULE AIM(S)

The aims of this module are to:

- frame change as process, rather than an event. Students will be introduced to the field of understanding and managing change and will be encouraged and aided to reflect critically on their ability to understand and engage with the field of study;

- explore a range of views on the role of the consultant in the change situation, and on the dynamics of client/consultant relationships. Using a variety of methods students will critically explore consulting models and theories and, through interactive workshop activities and simulated interventions, they will be able to explore the role of the consultant; and

- enable students to critically reflect on their own experience. Students will gain insight of themselves as consultants and the personal approach they bring the field of change and the consulting arena.

MODULE LEARNING OUTCOMES

By engaging successfully with this module a student will be able to

1. Understand the nature of change management and explain the contribution of different disciplines in achieving change.
2. Review the different typologies and models of consultancy approaches and processes, and discuss the various roles consultancy can play in the management of change.
3. Recognise and explain the importance of organisational culture and its relationship to motivation and resistance to change and to be able to identify existing cultures.
4. Apply a systemic diagnosis to organisational situations, including understanding and practising a range of techniques for gathering data from the client system.

INDICATIVE CONTENT

These are examples of the content of the module

The module addresses the student's personal, professional and academic development in the fields of change management and consultancy. The content reflects these aims:

- Introduction to theories on change and its management
- The nature of consultancy and change in organisations.
- Alternative models and approaches in consulting to the change process; their implications for the consultancy relationship.
- Consultancy; the presentation of self
- Organisational diagnosis; the collection of data
- Contracting and reaching agreement
- The dynamics of internal and external consultancy
- Evaluation; judging the effectiveness of the change effort.
- Personal change through an understanding of the key psychological processes that inform consultancy and change
- Key ethical and professional issues in the consulting relationship.

LEARNING AND TEACHING METHODS

Students will be supported in their learning, to achieve the above outcomes, in the following ways

Learning will be facilitated through a combination of lecture and seminar sessions. In the latter, student will collaborate to pool and explore their understanding of key change and consultancy issues, and apply those to particular organisational situations and contexts. Assessment will take the form of a presentation and an individual written assignment.

ASSESSMENT STRATEGY AND METHODS

Task No.	Task Description	Task Type	Task Weighting %	Word Count / Duration	In-module retrieval available
1	Presentation	PR	20%	10 minutes	No
2	Coursework	CW	80%	3,000 words	No

ASSESSMENT CRITERIA

FURTHER INFORMATION ABOUT THIS MODULE

FURTHER / ADDITIONAL INFORMATION IS AVAILABLE TO SUPPORT THIS MODULE, INCLUDING ASSESSMENT CRITERIA DETAILING HOW YOUR PERFORMANCE IN THE MODULE WILL BE MEASURED, HOW YOU WILL RECEIVE FEEDBACK, DETAILS OF LEARNING RESOURCES AND KEY READINGS

THIS INFORMATION CAN BE FOUND IN THE MODULE GUIDE.

NOTE THAT THIS ADDITIONAL INFORMATION MAY BE SUBJECT TO CHANGE FROM YEAR TO YEAR.

FEEDBACK

Students will receive feedback on their performance in the following ways;

Written feedback will provided for both the Group Presentation and Essay. Additional verbal feedback will be provided for the Group Presentation.

LEARNING RESOURCES (INCLUDING READING LISTS)

Senior, B., Swailes, S. (2010) Organizational Change, Essex: Prentice Hall.

Block, P. (2011) Flawless Consulting: A Guide to Getting Your Expertise Used, 3rd ed. San Francisco: Wiley

Kotter, J.P. (2006) Leading Change, Boston: Harvard Business Review Press

Other journal articles as advised in lecture slides and on Blackboard.

SECTION 2 'MODEL A' MODULE (INFORMATION FOR STAFF ONLY)

MODULE DELIVERY AND ASSESSMENT MANAGEMENT INFORMATION

MODULE STATUS - INDICATE IF ANY CHANGES BEING MADE

NEW MODULE	No
EXISTING MODULE - NO CHANGE	Yes
Title Change	No
Level Change	No
Credit Change	No
Assessment Pattern Change	No
Change to Delivery Pattern	No
Date the changes (or new module) will be implemented	n/a

MODULE DELIVERY PATTERN

Module Begins	Module Ends
08/Aug/2011	15/Apr/2012
17/Sep/2012	30/May/2012

Is timetabled contact time required for this module?	Yes

Are any staff teaching on this module non-SHU employees?	No

MODULE ASSESSMENT INFORMATION

Does the Module Require Either	
Overall Percentage Mark of 40%	Yes
Overall Pass / Fail Grade	No

FINAL TASK

According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy)	Task No. 2

MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	Yes
Single Referral Package for All Referred Students	No