

2024 / 25

School of Science and Computing

☎ +353 (0)51 302037

✉ [Eleanor.Reade@setu.ie](mailto:Eleanor.Reade@setu.ie)

🌐 [www.wit.ie/schools/science\\_computing](http://www.wit.ie/schools/science_computing)



**SE  
TU**

Ollscoil  
Teicneolaíochta  
an Oirdheiscirt

South East  
Technological  
University

## Module Descriptor

---

# Organisational Renewal and Performance (Computing and Mathematics)

# Organisational Renewal and Performance (A15121)

**Short Title:** Org. Renewal & Performance  
**Department:** Computing and Mathematics  
**Credits:** 10

**Level:** Postgraduate

## Description of Module / Aims

The cornerstone of organisational renewal, revitalisation and performance (ORRP) is Organisation Development (OD) and Change Management (CM). This module explores ORRP from the perspective of the power and role of individuals in making change happen (and making it stick) within their organisational domain. Strategy is intrinsic to ORPP; therefore the module also explores the holistic nature of strategy and more specifically how individual strategies must be aligned to group, work centre, department, and organisational strategy. The module will provide students with tools and frameworks of analyses relevant to OD, CM and the alignment of strategy formulation and implementation.

## Programmes

stage/semester/status		
BUSI-0071	MSc in Computer Science (Enterprise Software Systems) (WD_KCESS_R)	1 / 0 / E

## Indicative Content

- Overview of Organisational Renewal, Revitalisation and Performance
- The history of Organisation Development
- Organisation Development and Practice
- Organisation Development values, assumptions and beliefs
- Strategy and Strategic Intent
- Organisational strategy, alignment and you
- Identifying and managing resistance to change
- Client – consultant relationships
- Implementing change and making it stick

## Learning Outcomes

*On successful completion of this module, a student will be able to:*

1. Demonstrate awareness, understanding and application of the OD process.
2. Diagnose organisational performance issues, evaluate choices and propose viable strategic options.
3. Understand, identify and manage resistance to change.
4. Understand the process of implementing change and making it stick.
5. Demonstrate the power of insight in strategic survival, renewal and revitalisation of organisations.
6. Implement change within their organisational sphere and make it stick.
7. Align self strategy to team, department, and organisational strategy.

## Learning and Teaching Methods

- Lectures
- Videos
- Case Studies
- Self Directed Techniques
- Groupwork
- Discussion
- Application of learning on self and/or organisational issues
- Self study of assigned readings and texts
- Pre-class preparation of readings and case studies

## Learning Modes

Learning Type	F/T Hours	P/T Hours
Lecture	36	36
Independent Learning	234	234

## Assessment Methods

	Weighting	Outcomes Assessed
Final Written Examination	50%	1,2,3,4,5,6,7
Continuous Assessment Assignment	50%	1,2,3,4,5,6,7

## Assessment Criteria

<40%: Very limited knowledge and understanding of the subject matter. Failure to meet the objectives of projects. Unable to carry out or submit independent study and research.

40%–59%: Superficial consideration of most points and concepts addressed, descriptive level of discussion, showing lack of evidence of the underpinning knowledge. Some attempt at application of theory to practice, with superficial and limited suggestions and little evidence of reflection.

60%–69%: Addressing and analysing the main points and showing evidence of a knowledge of the underpinning theories. Some evidence of evaluation and synthesis of the relevant issues, of theory to practice integration and of reflection from practice.

70%–100%: Good level of critical analysis, originality of thought, comprehensive knowledge base showing an ability to integrate theory and practice.

## Essential Material(s)

- Bovey, W.H. and A. Hede. "Resistance to organisational change: the role of defence mechanisms." *Journal of Managerial Psychology* 16, 7. (2001): 543-548.
- Essers, J., S. Bohm and A. Contu. "Corporate Robespierres, ideologies of management and change." *Journal of Organizational Change Management* 22, 2. (2009): 129-140.
- French, W.L. and C.H. Bell. *Organisation Development: Behavior Science Interventions for Organizational Improvement*. 6th ed.. U.S.: Pearson, 1999.
- Park, S.O. "Regional innovation strategies in the knowledge-based economy." *GeoJournal* 53, 1. (2001): 29-38.
- Plant, R. "Managing Change and Making It Stick." *Industrial and Commercial Training* 21, 5. (1989): 15-17.
- Thomas, R. and C. Hardy. "Reframing resistance to organizational change." *Scandinavian Journal of Management* 27. (2011): 322-331.
- Waddell, D. and A.S. Sohal. "Resistance: a constructive tool for change management." *Management Decision* 36, 8. (1998): 543-548.

## Supplementary Material(s)

- "ABI Inform." [www.wit.ie/library](http://www.wit.ie/library)
- "Business Source Premier." [www.wit.ie/library](http://www.wit.ie/library)
- "Emerald." [www.wit.ie/library](http://www.wit.ie/library)

## Requested Resources

- Lecture Room: Loose Seated