

# **HRODC Postgraduate Training Institute**

**A Postgraduate-Only Institution**

**167**

**Organisational Development and Change  
Management: Conceptual, Contextual and Analytical  
Issues**

**Programme**

**Leading To:**

**DIPLOMA – POSTGRADUATE IN**

*Procurement, Supply Chain and  
Logistics Management (Double Credit)*

*Accumulating to*

**POSTGRADUATE DIPLOMA**

**Progressing To MSc**

**The Management of Organisational  
Development and Change**

**Programme Coordinator:**

**Prof. Dr. R. B. Crawford – Director of HRODC Ltd. and Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:**

- Doctor of Philosophy {(PhD) (University of London)};
- MEd. Management (University of Bath);
- Advanced Dip. Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of Academy of Management (MAoM), within the following Management Disciplines:
  - Human Resources;
  - Organization and Management Theory;
  - Organization Development and Change;
  - Research Methods;
  - Conflict Management;
  - Organizational Behavior;
  - Management Consulting;
  - Gender & Diversity in Organizations; and
  - Critical Management Studies.
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Life Member of Malaysian Institute of Human Resource Management (LMIHRM);
- Member of ResearchGate Community;
- Member of Convocation, University of London;
- Professor HRODC Postgraduate Training Institute.

**Prof. Crawford was an Academic at:**

- University of London (UK);

- London South Bank University (UK);
- University of Greenwich (UK); and
- University of Wolverhampton (UK).

### **For Whom This Programme is Designed** **This Programme is Designed For:**

- Organisational Development (OD) Professional and Practitioners;
- Human Resource Professionals;
- Managers;
- Supervisor;
- Training and Development Specialists;
- Executive and Management Development Directors;
- Performance Consultants;
- Internal Corporate Consultant;
- Organisational Change Agents;
- Line Managers and Design Teams;
- Department Heads;
- Anyone who wants to build expertise in organizational design and change management.

### **Duration:**

**3 Months Intensive Full-Time (5 Days Per Week) or**  
**6 Months Full-Time (2-2.5 Days Per Week)**

**Cost:£45,000.00Per Delegate**

### **Please Note:**

- V.A.T. (Government Tax) does not apply to Corporate Sponsored Individuals, taking Programmes or Courses in any location - within or outside the UK.
- It applies only to Individuals and Corporations based in the UK and to Non-UK Individual Residents taking courses in the UK.

### **Cost includes:**

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;

- Free On-site Internet Access;
- **Postgraduate Diploma in The Management of Organisational Development and Change**; or
- Certificate of Attendance and Participation – if unsuccessful on resit.

**HRODC Postgraduate Training Institute's Complimentary Products include:**

1. HRODC Postgraduate Training Institute's **Leather Conference Folder**;
2. HRODC Postgraduate Training Institute's **Leather Conference Ring Binder/ Writing Pad**;
3. HRODC Postgraduate Training Institute's **Key Ring/ Chain**;
4. HRODC Postgraduate Training Institute's **Leather Conference (Computer – Phone) Bag** – Black or Brown;
5. HRODC Postgraduate Training Institute's **8GB USB Flash Memory Drive**, with Programme Material;
6. HRODC Postgraduate Training Institute's **Metal Pen**;
7. HRODC Postgraduate Training Institute's **Polo Shirt**, at Programme Start and End.

**\*\*Please see product images, as a separate file - Complimentary Products For Students and Delegates, from HRODC Postgraduate Training Institute.\*\***

**Daily Schedule:** 9:30 to 4:30 pm.

**Location:** **Central London and International Locations**

**Organisational Development and Change Management:  
Conceptual, Contextual and Analytical Issues  
Leading to Postgraduate Diploma in The Management of Organisational  
Development and Change**

<b>Module Number</b>	<b>Pre-existing Course #</b>	<b>Module Title</b>	<b>Page #</b>	<b>Credit Value</b>
1		Contextualising Organisational Development and Organisational Change	11	Quad
2	031	Organisational Design: Structuring and Restructuring Organisations	12	Single
3	148	Organisational Culture and Cross-Cultural Communication	17	Single
4	006	Diversity Management: A Value Added Inclusion	20	Single
5	075	Employee Resourcing and Worker Motivation	23	Single
6		Advanced Performance Management for Individual and Organisational Effectiveness	26	Quad

**Programme Objectives**

By the conclusion of the specified learning and development activities, delegates will be able to:

- Analyse education, training and development programmes;
- Apply the 'equity' theory to work situation from a 'differentiation perspective', rather than an 'equality perspective';
- Apply the concept of equifinality in organisational control;
- Apply their understanding of organisational diversity to promote a desirable level of cohesiveness, reducing the likelihood of 'groupthink';
- Appropriately define organisational structure;
- Develop an awareness of the relationship between organisational structure and leader and organisational flexibility;
- Cite Specific legislation and related cases relevant particular job design issues;
- Conduct individual and panel interviews;

- Critically appraise existing motivation strategy within their organisations, identifying and addressing gaps;
- Demonstrate an awareness of the fundamental issues associated with Organisational design and their implications for effective organisational functioning;
- Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;
- Demonstrate an understanding of the Equal Opportunities Legislation and its implications for organisational operation;
- Demonstrate an understanding of the legal bases of Employee Resourcing;
- Demonstrate competence in 'diversity counselling';
- Demonstrate exceptional leadership in the management of a diverse workforce;
- Demonstrate expertise in 'relationship management';
- Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour;
- Demonstrate the ability to effectively manage in situations where sentience exists, progressing towards its elimination;
- Demonstrate the need to balance the 'individualist' and 'collectivist' perspective to motivation;
- Demonstrate their ability to apply their knowledge of organisational diversity to reducing the likelihood of 'sentience';
- Demonstrate their ability to conduct a human resource audit;
- Demonstrate their ability to conduct job analysis;
- Demonstrate their ability to determine the type of commitment that motivate particular individuals to join an organisation;
- Demonstrate their ability to encourage the type of superior-subordinate relationship which will be conducive to organisational success;
- Demonstrate their ability to formulate a comprehensive motivation strategy;
- Demonstrate their ability to formulate, implement and monitor an effective diversity policy;
- Demonstrate their ability to lead a recruitment and Selection team;
- Demonstrate their ability to manage complaints and disciplinary systems in such a way that all opportunities for discrimination are removed;
- Demonstrate their ability to translate motivation theory into practice;
- Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation;

## **Programme Contents, Concepts and Issues**

### **Module 1**

#### **Contextualising Organisational Development and Organisational Change (Quad Credit)**

- Concept of Organisational Development (OD)
- Differing Perspectives of Organisational Development:
- Worker Commitment;

### **Module 2**

#### **Organisational Design: Structuring and Restructuring Organisations**

##### **M2 - Part 1: Contextualising Organisational Structure**

- Defining Organisations;
- Social Organisations;
- Formal Organisations;

##### **M2 - Part 2: Organisational Design: Typologies and Principles**

- An Introduction to Organisational Design;
- Approaches to Organisational Design;

##### **M2 - Part 3: Organisational Design Features**

- Vertical Relationships in Organisational Design;
- Horizontal Relationships in Organisational Design;
- Lines of Authority and Accountability in Organisational Design;
- Types of Organisational Structure:

##### **M2 - Part 4: Organisational Control, Communication and Decision-making in Matrix and Hierarchical Structures**

- Control as an Operational Necessity;
- Control as a Co-ordinating Mechanism;
- Bases of Co-ordinating:

## **M2 - Part 5: Empirical Exploration of Organisational Control, Communication Pattern and Decision-making in Matrix and Hierarchical Structures**

- Organisational Control: Control Mechanism in the Matrix and Hierarchical Structures
- Control Features in the Matrix Structure;
- Control Mechanism in the Hierarchical Structures;

## **M2 - Part 6: Organisational Structure and Flexibility: An Empirical Exploration**

- Two Elements of Organisational Flexibility:
- Factors That Determine Which Organisational Activities Are Established As Organisational 'Customs' or 'Practices';
- Norms and Behavioural Expectations;

## **Module 3 Organisational Culture and Cross-Cultural Communication**

### **M3 - Part 1: Understanding Organisational Culture**

- Concept of Organisational Culture;
- Layers of Organisational Culture;
- Framework for Organisational Culture;

### **M3 - Part 2: Influencing and Managing Organisational Culture**

- How Organisation Culture is Formed;
- Embedding Organisation Culture;
- Building Organisation Culture;

### **M3 - Part 3: The Symbiotic Relationship between Organisational Culture and Organisational Structure**

- Structural Variations;
- Simple Structure and Cultural Practices;
- Functional Structure, Norms, Values, Ritualistic Cultural Practices
- Divisional Structure and cultural Inclinations



### **M3 - Part 4: Culture and the Management of Change**

- How to Change Culture;
- The Need for Culture Change;
- Elements Affecting Culture Change;

### **M3 - Part 5: Conducting a Cultural Analysis**

- Diagnosing the Current Organizational Culture;
- Defining the Desired Organizational Culture;
- Performing a Gap Analysis.

### **M3 - Part 6: Cross – Cultural Communication (1)**

- Defining Communication;
- Communication: The Flow;
- What is Effective Communication?;

### **M3 - Part 7: Cross – Cultural Communication (2)**

- The Communication Process;
- Problems of Language;
- Effects of Culture on Cross-Cultural Communication;

### **M3 - Part 8: Cross – Cultural Communication (3)**

- Verbal Communication Differences;
- High Context and Low Context Cultures;
- Uncertainty and Anxiety;

## **Module 4**

### **Diversity Management: A Value-Added Inclusion**

- The Concepts of Equal Opportunities and Diversity Management;
- Equal Opportunities in Employment and the British Legislation;
- Exploring Workforce Diversity;

## **Module 5**

### **Employee Resourcing and Worker Motivation**

#### **M5 - Part 1: The Legal Bases of Employee Resourcing (1)**

- The Psychological Contract and Its Legal Bases
- Genuine Occupational Qualification (GOQ);
- Employees, Workers, and Contractors: Their Distinction and Legal Implications;

#### **M5 - Part 2: The Legal Bases of Employee Resourcing (2)**

- Exploiting the Organisation's Intellectual Property;
- Protecting the Organisation's Intellectual Property;
- Employee vs. Employer in Ownership of Intellectual Property Rights;
- Patent and Intellectual Property Rights;

#### **M5 - Part 3: Systematising the Recruitment and Selection Process**

- Systematic Recruitment and Selection Process;
- Job Analysis;
- Job Description;
- Human Resource Planning (HRP).

#### **M5 - Part 4: Practicalising the Recruitment and Selection Process**

- Determining or Predicting Vacancies;
- Conducting Job Analysis;
- Designing Job Description;

#### **M5 - Part 5: Motivation Theories and Their Protagonists (1)**

- Content Theories and Some of Their Contributors;
- Maslow's Hierarchy of Needs;
- Analysis of Maslow's Claims;

## **M5 - Part 6: Motivation Theories and Their Protagonists (2)**

- Process Theories;
- Equity Theory;
- Goal-Setting Theory;

## **M5 - Part 7: Universalist and Contingency Approaches to Motivation**

- Motivation and Contingency Theory;
- The Contingency Approach to Motivation;
- The Collectivist vs. the Individualist Perspective of Motivation;

# **Module 6 Advanced Performance Management for Individual and Organisational Effectiveness**

## **M6 - Part 1: Overview of Performance Management**

- The Foundations of Performance Management:
- The Conceptual Framework of Performance Management:
- The Meaning of Performance:

## **M6 - Part 2: Performance Management in Practice**

- Performance Management Systems:
- Managing Performance Management:
- Managing Under-Performance:

## **M6 - Part 3: Performance Management Process**

- Developing Goal Setting:
- Analysing the Concept of "Feedback":
- Overview of 360-Degree Feedback:

## **M6 - Part 4: Performance Management in Action**

- Performance Management Surveys:

- Performance Management Models:
- Reactions to Performance Management:

## **M6 - Part 5: Application of Performance Management**

- Managing Organisational Performance:
- Team Performance Management:
- Learning Through Performance Management:

## **M6 - Part 6: Developing and Maintaining Performance Management**

- Developing Performance Management:
- The Performance Management Role of Line Managers:
- Learning about Performance Management:

### **Service Contract, incorporating Terms and Conditions**

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[https://www.hrodc.com/Service\\_Contract\\_Terms\\_and\\_Conditions\\_Service\\_Details\\_Delivery\\_Point\\_Period\\_Cancellations\\_Extenuating\\_Circumstances\\_Payment\\_Protocol\\_Location.htm](https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extenuating_Circumstances_Payment_Protocol_Location.htm)

The submission of our application form or otherwise registration by of the submission of a course booking form or e-mail booking request is an attestation of the candidate's subscription to our Policy Terms and Conditions, which are legally binding.

**Prof. Dr. R. B. Crawford - Director HRODC Postgraduate Training Institute**