

**HRODC Postgraduate Training Institute,
A Postgraduate-Only Institution,
Verified by, & Registered With,
UK's Department for Education.**



#018. Module 3

**Organisational Development and Change
Management: Concepts, Contexts, and
Empirical Findings, Postgraduate Course.**

Leading To:

Diploma – Postgraduate – in

**Organisational Development and
Change Management, and Executive
Management, Module 3,
36 Credit-Hours.**

**Accumulating to a Postgraduate Certificate,
with 144 additional Credit-Hours, and a**

**Postgraduate Diploma,
with 324 additional Credit-Hours.**





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+44 20 8133 2760;
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london@hrodc.com
Skype: hrodcitdpgti4

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Prof. Dr. R. B. Crawford - Director
PhD (UCL – Uni London); MEd M. (Uni Bath); PGC IS (Uni West London);
Adv Dip Sc Ed (Uni Bristol); PG Dip Doctoral Research Supervision
(Uni Wolverhampton); F.I.M.S.; HR Specialist (I.M.S.);
Executive M. AOM; M. AAM; M. ISGS; M. SCOS; M. RG.



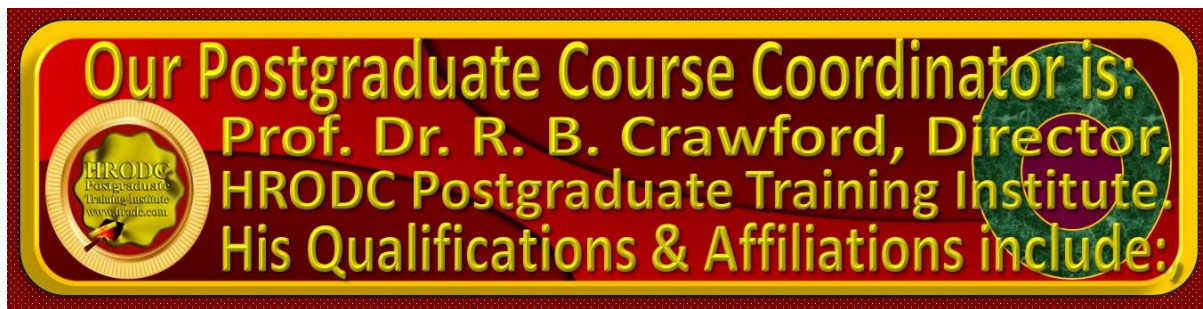
Featured PG Dip; PG Cert; Dip PG.
Click For Details!



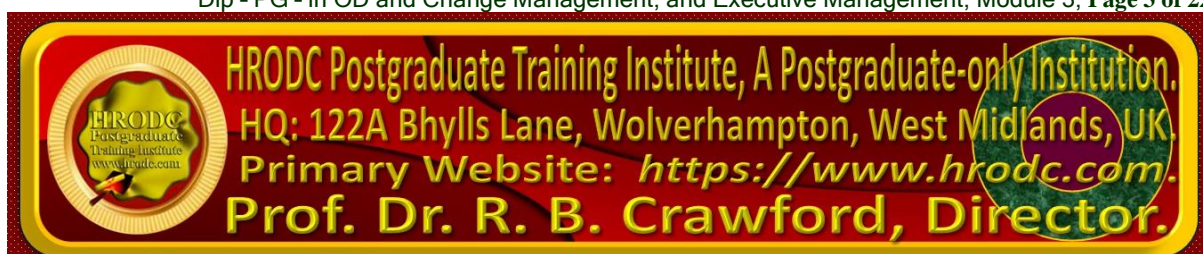
General Diploma: Access To Postgraduate.
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- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- 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 the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
 - 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.

Professor Dr. Crawford has been an Academic in the following UK Universities:

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.

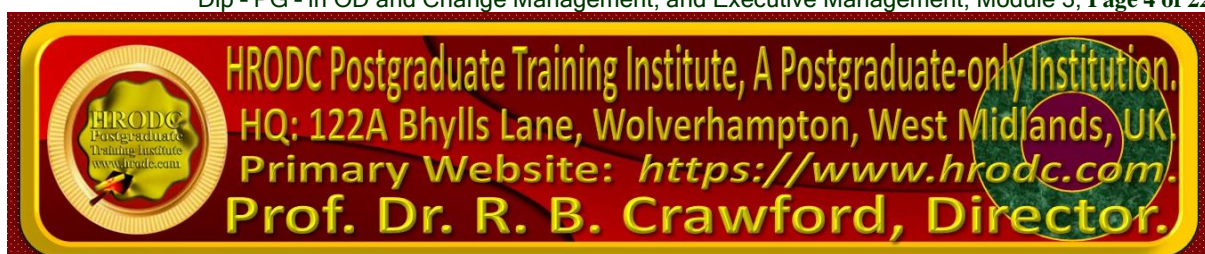
His responsibilities in these roles included:

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor.

He was formerly an Expatriate at:

- Ministry of Education, Sokoto, Nigeria;
- Ministry of Science and Technical Education, Sokoto, Nigeria;
- University of Sokoto, Nigeria;
- College of Education, Sokoto, Nigeria; and

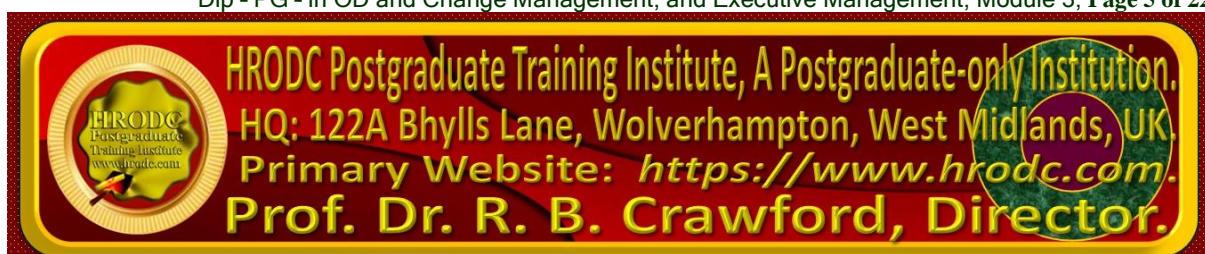
Former Editor-In-Chief of 'Sokoto Journal of Education'.



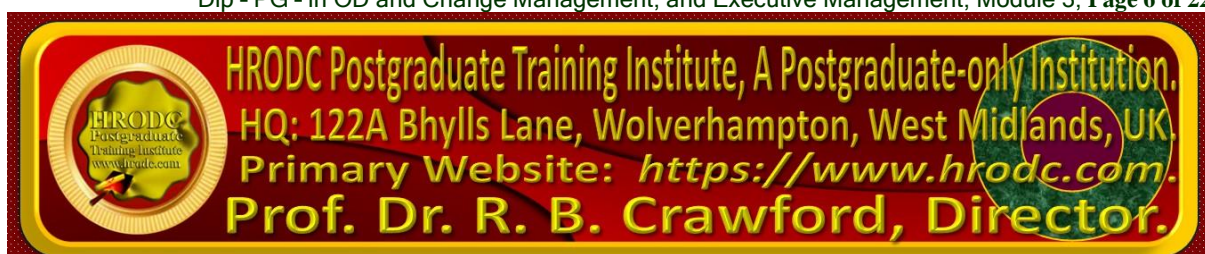


- Board of Directors;
- Business Angels;
- Business Development Directors;
- Change Management Consultants;
- Chief Executive Officers (CEOs);
- Chief Executives;
- Chief Financial Officers (CFOs);
- Chief Secretaries;
- Company Secretaries;
- Corporate Managers;
- Departmental Heads;
- Directors, Staff Development;
- Divisional Heads;
- Entrepreneurs;
- Executive Directors;
- Executive Managers;
- Executive Vice Presidents;
- External Change Agents;
- External Change Managers;
- External Organisational Development Consultants;
- External Organisational Development Practitioners;
- Fund Managers;
- Funding Agents;
- General Managers;
- Human Resource Development (HRD) Practitioners;
- Human Resource Directors;
- Human Resource Executives;

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- Human Resource Managers;
- Human Resource Professionals;
- Induction Managers;
- Internal Change Agents;
- Internal Organisational Development Consultants;
- Junior Managers;
- Management Aspirants;
- Management Graduates;
- Management Lecturers;
- Management Trainees;
- Managing Directors;
- Middle Managers;
- Non-Executive Directors;
- Organisational Development Practitioners;
- Organisational Enhancement Officers;
- Organisational Resource Directors;
- Recruitment and Selection Officers;
- Retention Officers;
- Role Enhancement Officials;
- Senior Human Resource Management (HRM) Officers;
- Senior Managers;
- Senior Project Managers;
- Senior Resource Managers;
- Senior Secretaries;
- Staff Development Managers;
- Supervisors;
- University Vice Chancellors;
- Venture Capitalists;
- Vice Presidents;
- All others desirous of enhancing their expertise on Organisational Development and Change Management.



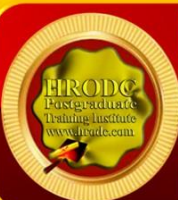
6-Day Course Duration & Cost:

- * In-Venues Duration: 6 Days;
- * Online Duration: 12 Days (3 Hrs. Per Day).
- * In-Venues Cost: £6,000.00 Per Delegate;
- * Online Cost: £4,020.00 Per Delegate;
- * Group Cost: Varies with its Size.



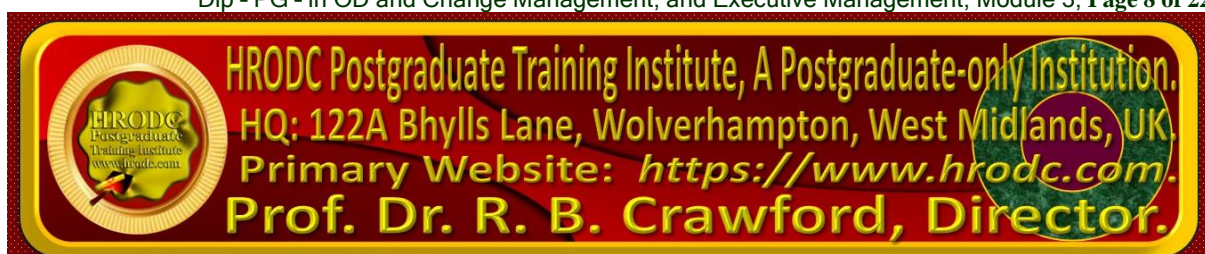
In-Venues Cost Includes:

- Snacks on Event Days;
- Lunch on Event Days;
- City Tour;
- Stationery;
- On-site Internet Access;
- Postgraduate Diploma; Postgraduate Certificate; Diploma – Postgraduate; or
- Certificate of Attendance and Participation – if unsuccessful on resit.





- Leather Conference Folder;
- Leather Conference Ring Binder/ Writing Pad;
- Key Ring/ Chain;
- Leather Conference (Computer – Phone) Bag – Black or Brown;
- 8-16 GB USB Flash Memory Drive, with Course Material;
- Branded Metal Pen;
- Branded Polo Shirt.; &
- Branded Carrier Bag.



Our Scheduled Delivery Locations Include:

- * Amsterdam, Netherlands;
- * Brussels, Belgium;
- * Central London, UK;
- * Dubai, United Arab Emirates (UAE);
- * Kuala Lumpur, Malaysia; &
- * Paris, France.

Other Locations, & Inhouse, on Request.



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Product Differentiation, for “Dynamics of Organisational Change Management”, a crucial component of this Quad-Credit Course.

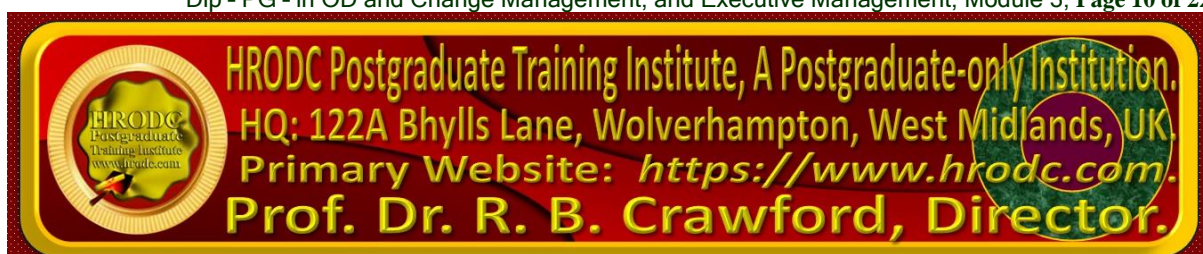
Because there is a proliferation of Change Management Courses, which forms a vital component of this “Postgraduate Course”, we thought it important to differentiate between this, which is being offered, and others that saturate the market. We therefore pose the following questions, on your behalf:

What makes this course different?

What sets it apart from other Change Management Courses?

We have addressed your Questions, Below.

This change management course seeks to empower Corporate and Operational Managers, and Change Agents, specifically, to manage the Process, effectively. While we are aware of their general popularity, this is not just another Change Management Course. It is one with major differences, to the pre-existing ones, the first of which is the fact that the one on offer is ‘research-driven’. For example, the concept of ‘Change Acceleration’ is new, emerging from Prof. Dr. Crawford’s empirical research. The ‘Dynamics of Organisational Change Management’ is the first course of its type in which ‘Change Acceleration’ is discussed. There are several other emergent concepts that are unique to this course, and for which Professor Crawford owns the copyright.



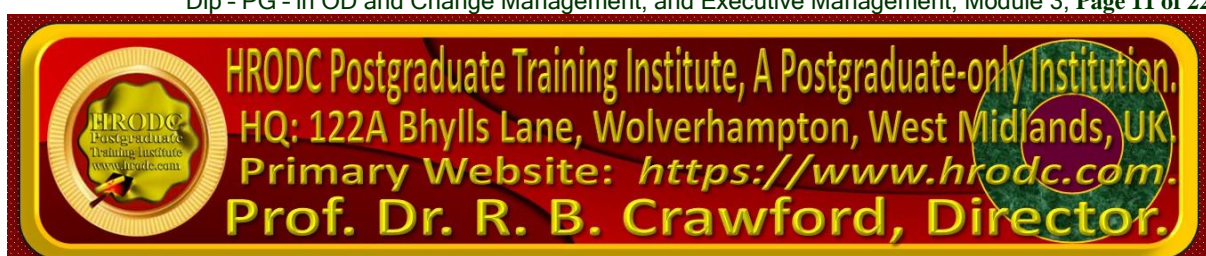
Delegates of this Change Management Course will, therefore, benefit from the new knowledge and expertise that it guarantees, heightening their value to their organisations, as they strive towards acquiring, and, or maintaining their competitive advantage. They will benefit immensely from the expertise of Prof. Dr. Crawford, as a Senior Academic, Consultant, and Trainer.

The Delegate Activities of the course are carefully designed to ensure that the specified objectives are surpassed. They are based on sound principles of learning and development, taking individual variants into account. These incorporated activities also address the levels of competence that delegates achieve, and will be measured continuously, throughout the workshop, with a view to enhancing their competence of Change Management, generally, but more specifically boosting their ability to, expertly, implement the process, while minimising latent resistance, towards its Institutionalisation, while reducing, but, ideally averting 'Human Casualties'.

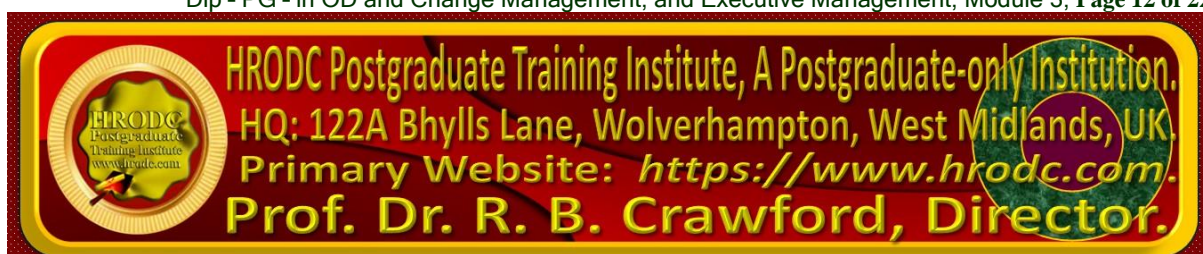


By the conclusion of the specified learning and development activities, delegates will be able to:

- Demonstrate an understanding of organisational development as a process;
- Exhibit a heightened awareness of the constituents of organisational development;
- Demonstrate an understanding of organisational climate and how it can be gauged;
- Strike a balance between Macro-Organisational Development and Micro-Organisational Development;



- Demonstrate their ability to incorporate specified elements of the quality of working life in the management of their subsystems and sections;
- Exhibit their ability to use aspects of quality of working life to motivate workers;
- Manage sensitivity training successfully;
- Determine the different stages of process consultation;
- Determine organisational success factors;
- Demonstrate their awareness of the inevitability of organisational change;
- Demonstrate their ability to conduct an internal environmental analysis-SW;
- Exhibit their ability to conduct an external environmental analysis-OT;
- Synthesize the relationship between internal and external environmental analyses-SWOT;
- Demonstrate the need for a proactive stance in relation to organisational change;
- Determine the factors, which contribute to workers' resistance to change;
- Suggest the efforts, which an organisation might employ to reduce workers' resistance to change;
- Demonstrate their awareness of the inevitability of organisational change;
- Demonstrate the need for a proactive stance to organisational change;
- Take steps to create a positive perception of the organisation, among shareholders, funding agents, clients and customers, during a strategic change process;
- Manage the relationship between the organisation and its internal and external stakeholders during the different stages of the change process;
- Determine the factors, which contribute to workers' resistance to change;
- Suggest the efforts, which an organisation might employ to reduce workers' resistance to change;
- Distinguish between change strategies and approaches to change;
- Illustrate the advantages and disadvantages of each change strategy;
- Employ the correct change strategy that will create 'winners' even in a 'most hopeless' situation;



- Determine the situations, in specific relation to scale, level, cost, urgency (both proactive and reactive), where a particular approach might be appropriate;
- Determine the most effective ways of communicating change decisions to workers;
- Illustrate the advantages and drawbacks of group involvement in decisions related to change;
- Appreciate the importance of change institutionalisation;
- Design measures, which will ensure change institutionalisation;
- Assess the likely effect of power distance on the effectiveness of change communication, taking steps to create a favourable situation within the internal and external environments;
- Distinguish between strategic and operational change;
- Assess the impact of information and communications technologies (ICTs) on the change process;
- Exploit the benefits of information and communications technologies (ICTs) in the planning, communication and implementation of change, being mindful of their drawbacks;
- Match the mode, channel and method of communication with the nature and stage of the change process;
- Determine the type, level and stage of change that might be best suited to the 'employment' of internal or external change agents, respectively, maintaining an effective working environment;
- Appreciate the difference between individual stress tolerance levels;
- Devise methods of reducing stress levels;
- Distinguish between the speed of change and 'change acceleration';
- Determine when change acceleration is necessary;
- Devise a strategy that will reduce the negative effects of 'change acceleration';
- Implement change, whilst avoiding human and organisational casualties;
- Demonstrate their awareness of change management and human resource implications;

- Distinguish between change strategies and approaches to change;
- Illustrate the advantages and disadvantages of each strategy;
- Manage latent and manifest resistance to change;
- Determine the situations when a particular approach might be appropriate;
- Determine the most effective ways of communicating change decisions to workers;
- Illustrate the advantages and drawbacks of group involvement in decisions related to change;
- Design measures, which will ensure change institutionalisation; and
- Demonstrate leadership in the implementation of change, whilst avoiding whilst avoiding human and organisational casualties.




Postgraduate Course Contents, Concepts, and Issues.

Dip. Postgraduate Course Outline.


While, so far, we have Provided Pertinent **Information, Incorporating: Learning Objectives, Duration, Cost, Target Audience, & Coordinator.**

We have withheld Details of: Course Contents, Concepts, & Issues.

Delegates will receive the Specifics in attendance, **At our International Locations, & Online.**



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Part 1 - Organisational Development: Salient Issues

Part 2 - Micro and Macro Organisational Development: Their Respective Direct and Indirect Contribution to Organisational Improvement and Eventual Effectiveness.


Part 3 – Organisational Effectiveness Enhancement Strategy: Organisational Development and Change Focus.

Part 4 - Contextualising the Organisational Change Management Process.


Part 5 – Change Implementation by Internal and External Change Agents: Averting, or Reducing Adverse Effects of, Change Acceleration.

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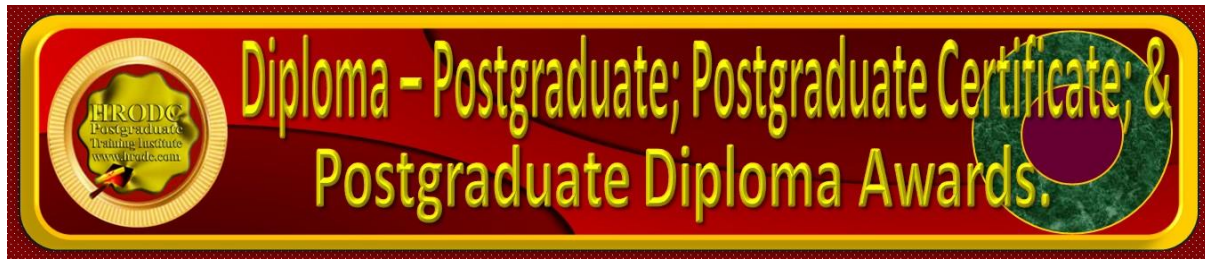
**Regulation For The Awards of:
Postgraduate Diploma;
Postgraduate Certificate; &
Diploma – Postgraduate.**

The logo for HRODC Postgraduate Training Institute is circular with a gold border. It features the text 'HRODC Postgraduate Training Institute' and the website 'www.hrodc.com' around a central emblem that includes a stylized bird or figure.

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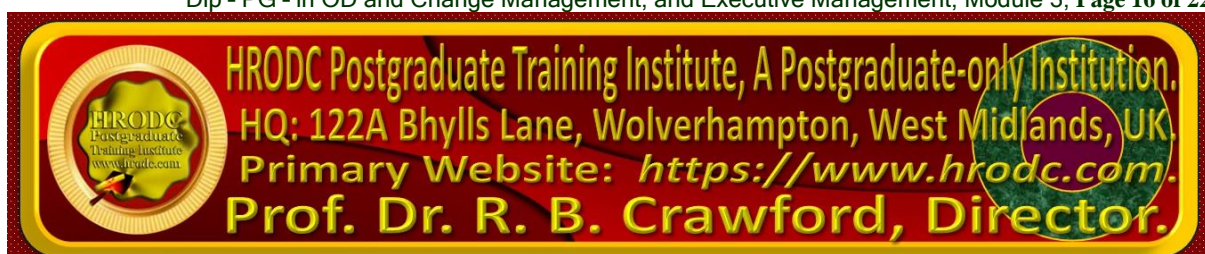
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Postgraduate Short Courses are of a minimum of five days' In-Venues (10 days' Online) but less than 6 weeks' In-Venues (less than 10 weeks' Online) duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading or accumulating to Awards bearing their title prefixes. While we, refer to our short studies, detailed above, as 'Courses', those with duration of 6 weeks or 12 weeks In-Venues (10- and 20-weeks' Online) are labelled 'Programmes'. Nevertheless, we conform to popular usage, by often referring to all study durations as 'Courses'. A mark of distinction, though, is that participants in a short course are referred to as 'Delegates', as opposed to the ascription 'Students', which is confined to those studying a Postgraduate Programme.

In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive In-Venues Study, or 10 Online Delivery. Similarly, a Postgraduate Diploma might be studied for 12 weeks In-Venues or 20 weeks. They might also be taken through a blend of both modes, providing that a minimum of 6 and 12 Credits and 180 or 360 Credit-Hours, respectively, are earned. You might Pick and Mix Courses, to create your preferred blend of Disciplines, or follow a predesigned Specialist route. They might accumulate from our Postgraduate Short Courses, or through continuous study. [Please click to view and download our List of Specialist Postgraduate Certificate, and Postgraduate Diploma Programmes](#)



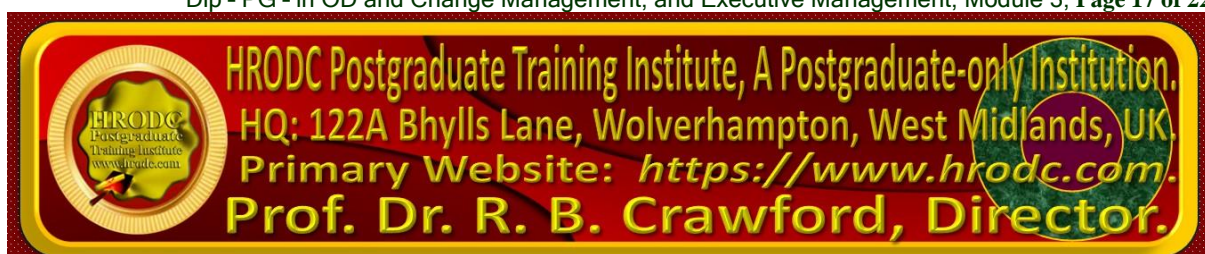


Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

Credit-Hours are the actual amount of time that a lecturer or tutor spends with his or her students or delegates, in both In-Venues and Online Deliveries. Each Five-Day In-Venues, or a Ten-Day Online (3 hours per day) Course consists of 30 Credit-Hours, while a 6-Day In-Venues (12-day Online) course amounts to 36 Credit-Hours. Because Credit-Values are calculated in multiples of 30 Credit-Hours, 60-89 Credit-Hours have a Double-Credit (2 Credit) value, while 90 Credit-Hours earn a Triple-Credit (3 Credits).

A delegate who successfully completes a Postgraduate Short Course of 30 or more Credit-Hours, but which is less than 180 Credit-Hours (Postgraduate Certificate), is awarded a Diploma – Postgraduate. This Award is assigned Credit-Values and Credit-Hours, as are exemplified by the following:

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours:
3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours:
4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.



As in the first example, above, where the Credit-Value is not noted in an Award, it must be assumed that it is a Single-Credit Value.

Postgraduate Diploma Award

A Postgraduate Diploma Award is achieved with a minimum of 360 Credit-Hours, through continuous study, or an accumulation of Credit-Hours.

Postgraduate Certificate Award

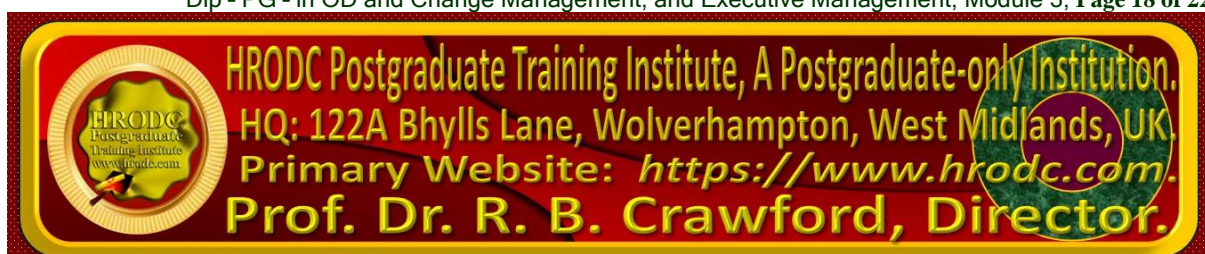
A Postgraduate Certificate might be gained with a minimum of 180 Credit-Hours, through continuous study or Credit-Hours' accumulation.

Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

All Postgraduate Short Courses accumulate to a Postgraduate Certificate and a Postgraduate Diploma, on a 'Pic and Mix' or Specialist basis. This means that we maintain academic records for each delegate, indicating the courses studied, with their Credit-Value and Credit-Hours, as are indicated above, '**Credit-Hours and Credit-Values, in Diploma – Postgraduate – Award**'. The Credit-Hours are aggregated to accumulate to at least 180 and 360 Credit-Hours, for a Postgraduate Certificate and a Postgraduate Diploma, respectively. Each Short Course Award (below a Postgraduate Certificate) indicates both its Credit-Value and Credit-Hours, excepting for Single-Credit.

Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have predetermined Award Titles. Delegates who do not follow a specialism, for



accumulation to a Postgraduate Certificate and Postgraduate Diploma, receive a Generalist, rather than a Specialist, Award. However, a Specialist Award is given to delegates who studied at least seventy percent (70%) of their courses in a specialist grouping, as are exemplified above, under the heading **'Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles'**.



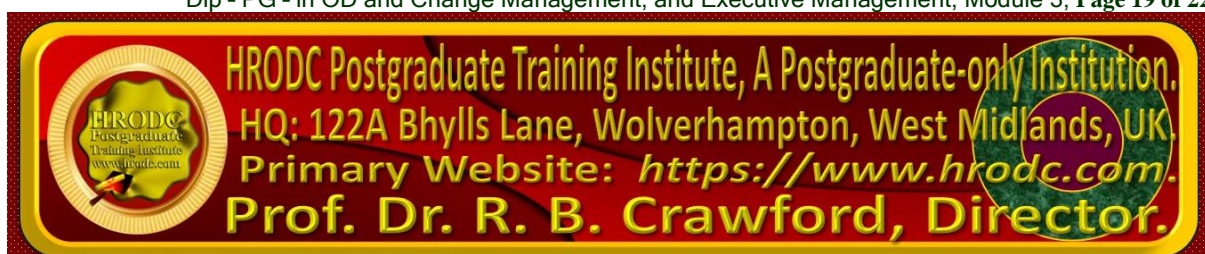
Applicants for Diploma – Postgraduate; Postgraduate Certificate; and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the appropriate section;
- A copy of Issue and Photo (bio data) page/s of the applicant's current valid passport or copy of 'Photo-embedded' National Identity Card;
- Copies of credentials stated in the Application Form.

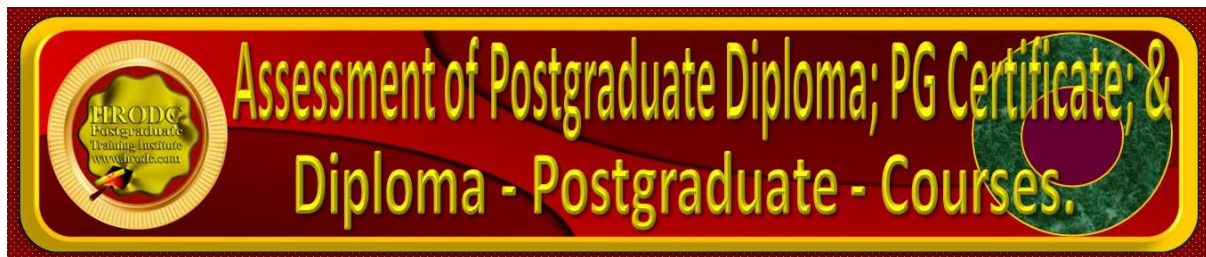
Admission and Enrolment Procedure

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly, and sent Invoices;
- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary **Immigration Documentation**, to support their application;

Dip - PG - in OD and Change Management, and Executive Management, Module 3, Page 19 of 22



- **Joining Instruction** will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
 - Venue Name, Location, with specific address;
 - Details of Airport Transfer, where appropriate;
 - Start date and time;
 - Registration details;
 - Daily Schedule;
 - Local Transportation Details;
 - Residential Accommodation Details;
 - Leisure and Shopping Facilities, in the area;
 - General Security Information; among others.

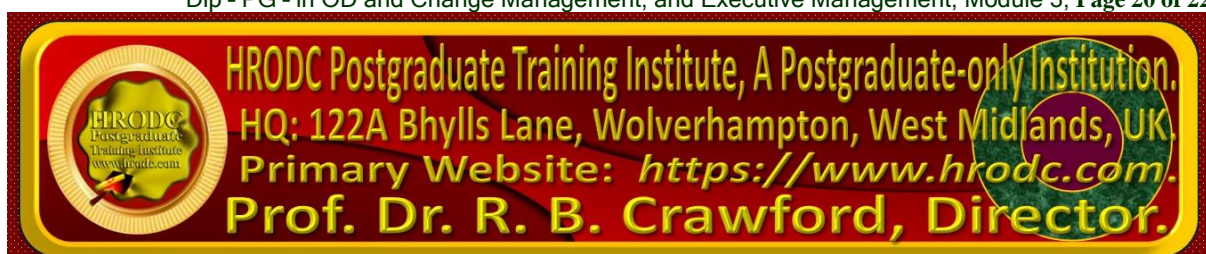


Because of the intensive nature of our Courses and Programmes, for In-Venues, and Online modes, assessment will take place during or at the end of the **'active teaching period'**, adopting differing formats. These structures include, but are not limited to:

- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

Based on these assessments, successful candidates will receive either a:

- Diploma – Postgraduate - Award;
- Postgraduate Certificate Award; or



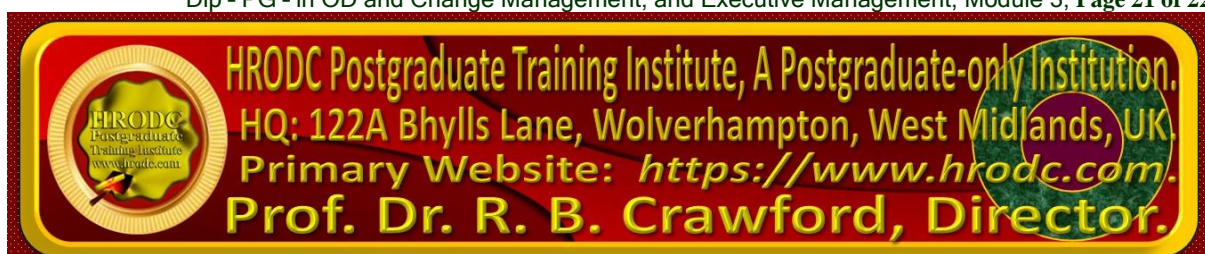
➤ Postgraduate Diploma Award.

For all the above Awards, a minimum of 70% overall pass is expected. To receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum 'Credit-Hours', with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.



You might study a Postgraduate Diploma, or Postgraduate Certificate, in 20 or 10 weeks, respectively, in the comfort of your offices or homes, through our Postgraduate Training Institute's Online Delivery Mechanism. We are committed to your achieving the 360 or 180 Credit-Hours, respectively, in line with our Regulation, within the stipulated timeframe. The direct "Student-Lecturer-Contact-Times" of 3 hours per day, 6 days per week will ensure that these requirements are met. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.





[Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.](https://www.hrodc.com/Service Contract Terms and Conditions Service Details Delivery Point Period Cancellations Extinuating Circumstances Payment Protocol Location.htm)

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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.

