

## ROYAL AGRICULTURAL COLLEGE MODULAR SCHEME

<i>Sheet updated: September 2011</i>		
<b>Module Code</b> 4092	<b>Module Title</b> Personal and Organisational Change	<b>Module Leader</b> Yaqub Murray
<b>School which owns module</b>	School of Business	
<b>Programme(s) to which module belongs</b>	MBA International Food and Agribusiness MBA European Food and Agribusiness	
<b>Module Level</b> 7	<b>Module Credits</b> 15	<b>Pre-Requisites</b> None
<b>Minimum Study Time</b> 150 hours	<b>Contact Hours within Study Time</b> 40	<b>Teaching Period</b> August - March
<p><b>Module outcomes (USU/VHL):</b> To achieve credit for this module, students must be able to:</p> <ul style="list-style-type: none"> <li>• Appreciate the importance of understanding individual motivation.</li> <li>• Engage with group behavioural dynamics.</li> <li>• Consider how good leadership can enhance positive outcomes for individuals and organisations.</li> </ul> <p>These outcomes will be satisfied through reading, a seminar at USU and follow-up seminars at RAC.</p> <p><b>Module content (RAC January - March):</b> This part of the module will examine People, Organisations and Change from three perspectives; the contribution of Organisation Development (OD) to the overall organisation strategy, the importance of personal development processes for coping with and contributing to organisation transformation, and a critical evaluation of the role of the Change Agent in the complexity of change. Use will be made of examples in general business sectors and the student will be encouraged to appraise organisational change examples from their previous experience.</p> <p><b>Module outcomes (RAC):</b> The student will be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate the contribution of Change Management to the overall business strategy of an organisation.</li> <li>• Recognise the main personal development processes for coping with and contributing productively to an organisation's development.</li> <li>• Formulate a response to a Change Agent scenario, or situation.</li> </ul>		
<b>Assessment</b>	<b>Description</b>	<b>Weighting</b>
<b>Coursework</b>	Project	100%

**Key Texts:**

Hughes, M. (2006). *Change Management: A Critical Perspective*. London: CIPD.  
Senior, B. and Fleming, J. (2005). *Organisational Change*. London: FT/Prentice Hall.

De Board, R. (1997). *Counselling for Toads*. London: Routledge.

McAuley, J., Duberley, J. and Johnson, P. (2007). *Organisation Theory: Challenges and Perspectives*. Harlow, England: Prentice Hall.

Prasad, P. (2005). *Crafting Qualitative Research*. New York: M. E. Sharpe.

Schein, E. (1999). *Process Consultation Re-Visited: Building the Helping Relationship*. Reading Ma.: Addison Wesley.

Kubr, M. (ed.) (2002). *Management Consulting: A Guide to the Profession*.

Reason, P. and Bradbury, H. (eds.) (2007). *The Sage Handbook of Action Research* (particularly the introductory chapters on Living Inquiry).

Winstanley, D. (2005). *Personal Effectiveness: A Guide to Action*. London: CIPD.