

School of Business

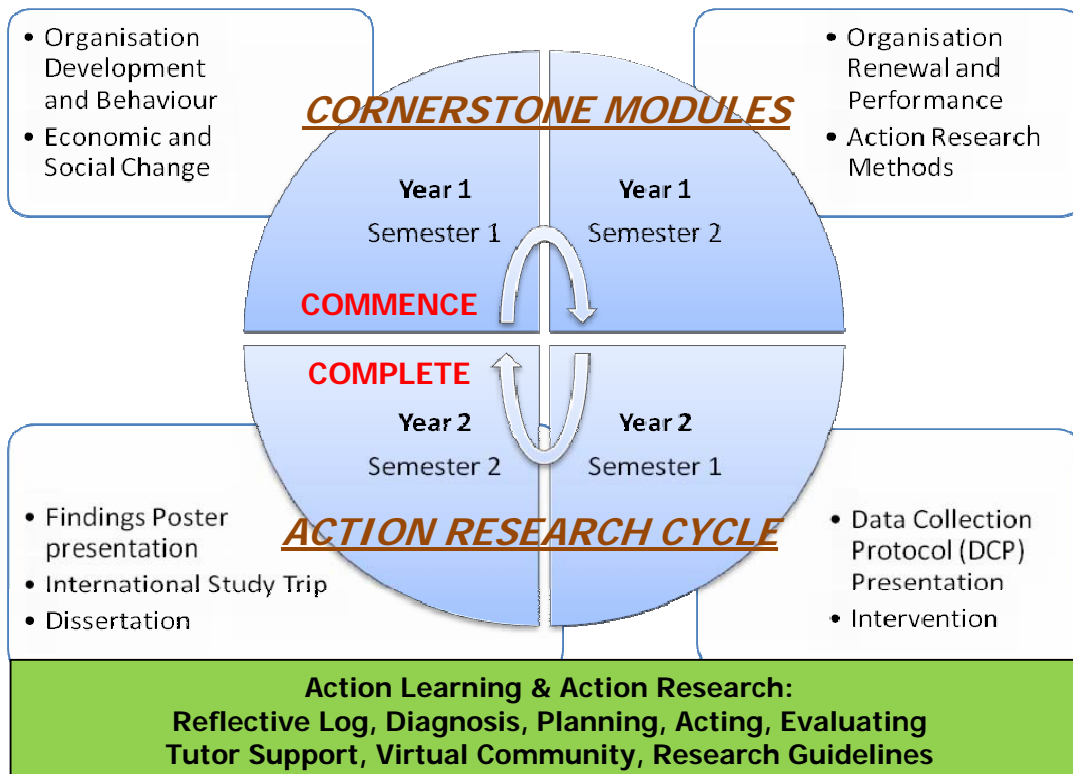
About the Programme

This programme is designed to develop and hone proactive change management skills essential for organisational success in today's dynamic and challenging business environment. It provides an education in change for experienced managers in private, public or NGOs; or business owners who want to continue their career while studying. It seeks to develop participants' reflective skills, and offers tools that will facilitate successful change programmes within the workplace. With an action research ethos at the core of the programme, its innovative structure, content and delivery facilitates the pursuit of in-house change programmes, while offering students significant support throughout the work-based longitudinal research project carried out by individual students in the latter part of the programme.

Why is the MBS in the Management of Change effective?

This is a two-year part-time masters programme which incorporates an active change project, wherein students initiate and address issues connected with change, complexity and innovation in their own work environment. The programme is specifically designed around the challenging commitments and time pressures of managers in the current environment. This is reflected in the balance between WIT-sited modules, organisation-sited modules (e.g. action research organisation project) and off-site modules (e.g. international study tour).

Programme Structure



Programme Design: Year 1

The programme commences with the delivery of four interlinked cornerstone modules over the academic year with two modules being delivered in each semester between 2pm and 10pm on a weekday. When amalgamated, these modules offer students insight into today's dynamic organisational landscape, and promote cross-disciplinary perspectives when addressing issues related to change, complexity and innovation.

Programme Design: Year 2

The latter half of the MBS incorporates a longitudinal action research project to be carried out in the participant's own organisation. An action-research methodology is applied in order to implement a work-based change initiative in his or her organisation. There is a heavy emphasis on the action/reflection cycle, which should be maintained throughout the project. Following the taught aspect of the programme, students embark on a yearlong single 'Action Research Cycle' (AR cycle), chronicling the pre-intervention environment, the intervention itself, and the post-intervention impact on the organisation. This would include problem analysis, pre-planning and evaluation of ways of addressing issues, the mapping out and implementation of appropriate interventions, follow up evaluation, and the continual documentation of practitioner reflections on the unfolding process.

A resultant dissertation of approximately 25,000 words will document the change programme from start to finish: context - problem diagnosis (with supporting literature) – proposed in-house change programme - data collection protocol – documented intervention – findings – discussion and conclusion. The programme balance reflects the action-learning ethos in the flexibly designed and largely organisation-based MBS in the Management of Change. The following listing provides some examples of the form and nature of some of these action research themes that can be investigated as possible research topics or projects:

1. Technology Introduction and Change Management.
2. Leadership Styles and Successful Change.
3. Innovation and Organisational Revitalisation.
4. Changing Work Patterns and Stress Impacts.
5. Coaching for Success within Change Organisations.
6. Learning Styles and Organisational Adaptation.
7. A Critique of Change Models against Organisational Practices.
8. Information as a Lever of Change.
9. Training Models and Successful Change.
10. Intrapreneurship and Organisational Development and Change.

Available Places

There is a maximum of 20 places per year available

Entry Requirements

The minimum entry requirements are as follows:

- A degree or professional qualification in business, science, engineering or humanities;
- Minimum age 23 years;
- Three years management experience ideally at senior level;
- Currently in a role that can facilitate the implementation and management of a change programme; and
- Satisfactory performance at programme interview.

Note: In exceptional circumstances a candidate may be admitted to the programme even though they fail to meet the stipulated academic criteria. There will be two major determinants for entry in this situation. The first is that the candidate's managerial experience is sufficient to offset the shortfall in prior academic achievement. Secondly, based on the interview, or any qualifying test set for this purpose, the candidate must clearly exhibit an ability to contribute, at least equally, to course success.

Programme Aims, Objectives, Learning Outcomes

On successful completion of this two-year part-time programme a candidate will be expected to:

1. Be knowledgeable about the contemporary environments that face organisations including features such as complexity, pace of change, controllable and uncontrollable factors, and the management and developmental challenges confronting organisations.
2. Display a competence in solving problems analytically and in separating issues and problems in terms of cause and effect.
3. Have a strong insight into the power of effective management action and the power of the human resource.
4. Have a thorough understanding and skill set in applying relevant models to the areas of organisational development, change management and strategic functioning.
5. Be able to distil the management and other factors that distinguish corporate and organisational success from those that lead to reduction, decline and failure.
6. Be fully familiar with change management and organisational development theory and practice and be able to apply this to their own organisations.
7. Have a developed research capability sufficient to enable him/her to conclude a successful action research project and to satisfactorily write this up in thesis form.
8. Convincingly present information and evidence as a key basis for maintaining or altering a management or change agenda.
9. Be aware of and fully recognise the new ethical, corporate reporting and social responsibility contexts within which organisations now operate.

Programme Structure and Modules

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|--|-----------------------------------|--|---------------------------------|------------|
| Year 1 Semester 1 Weekday* (2-10pm) | Cornerstone Modules | Organisation Development and Behaviour | 100% continuous assessment (CA) | 10 Credits |
| | | Economic and Social Change | 50% CA 50% Examination | 10 Credits |
| Year 1 Semester 2 Weekday* (2-10pm) | Cornerstone Modules | Organisation Renewal and Performance | 50% CA 50% Examination | 10 Credits |
| | | Action Research Methods <i>[Planning research]</i> | 100% CA | 10 Credits |
| Year 2 Semester 1 (Tutor support, Networks) | Action Research (AR) Cycle | Data Collection Protocol Presentation <i>[Implementing change / intervention]</i> | 100% CA | 10 Credits |
| Year 2 Semester 1 (Tutor support, Networks) | | Poster Presentations <i>[Findings]</i> | 100% CA | 5 Credits |
| | | Reflective Log: AR Process & International Study Trip | | 5 Credits |
| | | Action Research Dissertation | | 30 Credits |

*Year 1 module classes occur on one weekday over the academic year.

Module Detail: Organisation Development and Behaviour

Outline

The objective of this module is to analyse organisational development and enhance the diagnostic, interpersonal and consulting skills required to underpin the OD and behavioural process.

Programme timeframe

Year 1 – Semester 1 – Weekday between 14.00 and 22.00.

Lecture duration

3 hours per week for 12 weeks.

Learning outcomes

- Demonstrate an awareness for the theoretical concepts, tools and skills for understanding the process of organisational development
- Comprehend how OD can be used to enhance an individual's experience of work and improve organisational effectiveness
- Enhance student self awareness and recognise the importance of this in underpinning the OD and behavioural processes
- Recognise how the individual manager can influence successful organisational development through change programmes
- Discuss the techniques and skills that guide effective Organisational Development and behavioural management processes

Assessments

100% Continuous Assessment: conceptual paper / OD proposal

Topic areas

- Self - Awareness
- Personality and Emotional Intelligence
- Group and Interpersonal dynamics and organisational development
- Leadership and coaching for organisational development
- Conflict and conflict resolution for organisational development
- Negotiating and influencing skills for organisational development
- Resistance to change and managing resistance
- Decision making, problem-solving and creativity for organisational development

- Stress and stress management for organisational development
- Power and politics in organisational development

Module Detail: Economic and Social Change

Outline

The student will study the causes and consequences of major economic and social changes in the national and international arenas. The student will explore the implications of these changes at different levels i.e. public policy, macro economy, business, societal and individual.

Programme timeframe

Year 1 – Semester 1 – Weekday between 14.00 and 22.00.

Lecture duration

3 hours per week for 12 weeks.

Learning outcomes

- Identify fundamental trends of economic and social change
 - Evaluate the causes of change and its persistence
 - Extrapolate the likely impact of on-going patterns of change for public policy, macro economy, business and society
 - Speculate meaningfully on possible emergent economic and social trends
 - Apply relevant economic and social theories to interpret changes and anticipate relevant changes
-
- Conduct meaningful economic analysis and forecasts

Assessments

50% Continuous examination

50% Examination

Topic areas

- Standard of living: socio-economic determinants and measurement
- Sources of short and long-term economic growth
- Population dynamics and economic growth/prosperity
- Globalisation: national economic and political sovereignty issues
- Economic integration and technological change
- Economic and sociological schools of thought or movements
- International economic institutions and governance
- EU matters: EMU, political union, social legislation
- Events of the day: analysis of causes, consequences and persistence
- Ireland as a regional economy

Module Detail: Action Research Methods

Outline

The student will be able to select and justify a topic of research in an organisational setting. The student will be able to evaluate, select and deploy appropriate action research methodologies. The student will be able to write up a dissertation.

Programme timeframe

Year 1 – Semester 2 – Weekday between 14.00 and 22.00.

Lecture duration

3 hours per week for 12 weeks.

Learning outcomes:

- Generate a research problem that is amenable to action research;
- Evaluate the characteristics, merits and drawbacks of alternative action research designs;

- Clearly articulate action research objectives;
- Construct an appropriate research design strategy for the proposed action research project;
- Engage in the recurring action research cycle of observing, reflecting, planning and acting;
- Assess the implications of the action research for practice and theory; and
- Write up an action research dissertation

Assessments

- 100% Continuous Assessment:
 - Formal presentation of proposal with panel review
 - Submission of detailed research proposal document

Topic areas

- Introduction to action research
- Roles and skills of the action-researcher
- Action research: procedures, processes, methods
- Doing research on organisations: ethical considerations
- Designing an action research proposal: identifying a research problem
- Action research design: qualitative, quantitative and mixed methodologies
- Analysing data in action research projects
- Evaluating the implications of action research output for practice and theory

- Writing up an action research dissertation: writing, structure

Module Detail: Organisation Renewal and Performance

Outline

This module will evaluate the process of strategic management and the role of management accountancy within organisations, and explore how both areas support the survival, renewal and revitalisation of organisations. It will also provide subject students with frameworks of analyses relevant to strategy formulation and implementation.

Programme timeframe

Year 1 – Semester 2 – Weekday between 14.00 and 22.00.

Lecture duration

3 hours per week for 12 weeks

Learning outcomes

- Demonstrate awareness and application of strategic management concepts and analytical tools
- Diagnose strategic problems, evaluate choices and propose viable strategic options in structured case study situations
- Evaluate salient issues of implementation and strategic change in case and real world organisations
- Further develop capacities in general management and strategy
- Extend relationship, communication and presentation skills including team working, group leadership, and creativity
- Demonstrate the power of management accounting information in strategic survival, renewal and revitalisation of organisations
- More fully appreciate the centrality of the individual manager and the human resource to successful strategy and change

Assessments

50% Continuous examination

50% Examination

Topic areas

Concept of strategy

Strategic leadership and innovation

Assessing the environment and the nature of competition

Internal configuration of organisations

Competitive positioning including benchmarking

Competitive success and failure

Strategic implementation and change

Information requirements for Strategic Management Accounting

Critical success factors, core competencies and management skills

Ethics and Social Responsibility

Module Detail: Action Research Cycle

Outline

The aim of the AR cycle is to support the student's action research journey. This module includes the Data Collection Protocol, presentation of findings at a poster network event, a reflective log, an international study trip, and an action research dissertation. This dissertation includes the conducting and writing up of a rigorous and reflective piece of action research that demonstrates a contribution to current understanding of an organisational issue, and change in that context, from both a theoretical and practical perspective.

Programme timeframe

Year 2 of programme

Lecture duration

No formal weekly lectures but cycle includes:

Data Collection Protocol Presentation [Implementing change / intervention]

Poster Presentations [Findings]

Reflective Log: AR Process & International Study Trip

Action Research Dissertation

Learning outcomes

- Select and justify the investigation of on an organisational issue using an action research approach
- Determine the most appropriate research design and data collection protocol within the action research methodology approach
- Plan and document the action research intervention
- Enact the diagnosis, planning, intervention and evaluation phases of the action research cycle

- Employ a critically reflective approach throughout the dissertation process

Assessments

100% continuous assessment

Detailed and separate examination criteria set for each of the following:

- Data Collection
- Poster Presentations
- Reflective Log: AR Process & International Study Trip
- Action Research Dissertation

Topic areas

Pre-Intervention planning (Data Collection Protocol)

Poster presentation of findings (Network event)

Reflective writing / practice

International study tour

Collaborative practice

Applications

Applications are made online through the Postgraduate Admissions Centre (PAC). PAC provides a service for the central processing of applications for admission to 4th level courses in Ireland – see www.pac.ie and click on the link to Waterford Institute of Technology. There you will be able to apply for up to four graduate programmes at WIT.

The closing date for applications is 14th July.

Early applications are encouraged and you may be made a provisional offer of a place on the programme. Applications are processed via PAC and we do aim respond to all applications within 2 weeks. The application fee is €40, payable online. All applications for the MBS in the Management of Change are interviewed as a part of the application process. Those students who receive an offer will be required to pay a €500 non-refundable deposit to secure your place.

Fees

The fees for the year 2011/2012 and 2012/2013 are €6,750 for each year i.e. a total of €13,500 for the two-year programme. These amounts are inclusive of all registration charges/fees and costs of the international study trip.

Fees – Other Items

- a) Tax relief is available on fees paid – up to €5,000 at the standard rate
- b) Subject to means test, you may be eligible for a grant – please contact your local grant awarding authority. If you qualified for a grant as an undergraduate then you may qualify again – this is subject to the grant regulations which are not administered by WIT.

Fees Payment

- €500 of the fee is paid as a deposit to secure your place on the programme (this will not be due until you have a firm offer of a place on the programme),
- The balance of the fees are due in two equal instalments in September and January of the relevant year.

Facilities

Lecture Rooms

All lectures will take place in the Main Campus – D Corridor – Room D01. This is a dedicated room for executive/postgraduate education.

Computing Facilities

For those using laptops, you can access the internet in the library, lecture room and common areas via Wi-Fi

Meeting Rooms

D01a and D25 are meeting rooms at your disposal. These rooms can be used for project meetings and private study. Both rooms have Wi-Fi access and swipe card security access on this door. Room AT123 is also a meeting room.

Library

The library web page has many useful databases which will be invaluable. The library has an impressive supply of management, marketing, economics, finance and human resource-related texts, periodicals, handbooks and journals. Some additional texts will be required to cover the core subject areas. The Institute has subscribed to a number of online databases, which are available through the library web page. These databases include *Science Direct*, *Infotrac*, *Business Source Premier*, *ABI Inform*, *Thompson one Banker* and *Lexus Nexis*.

Contacts

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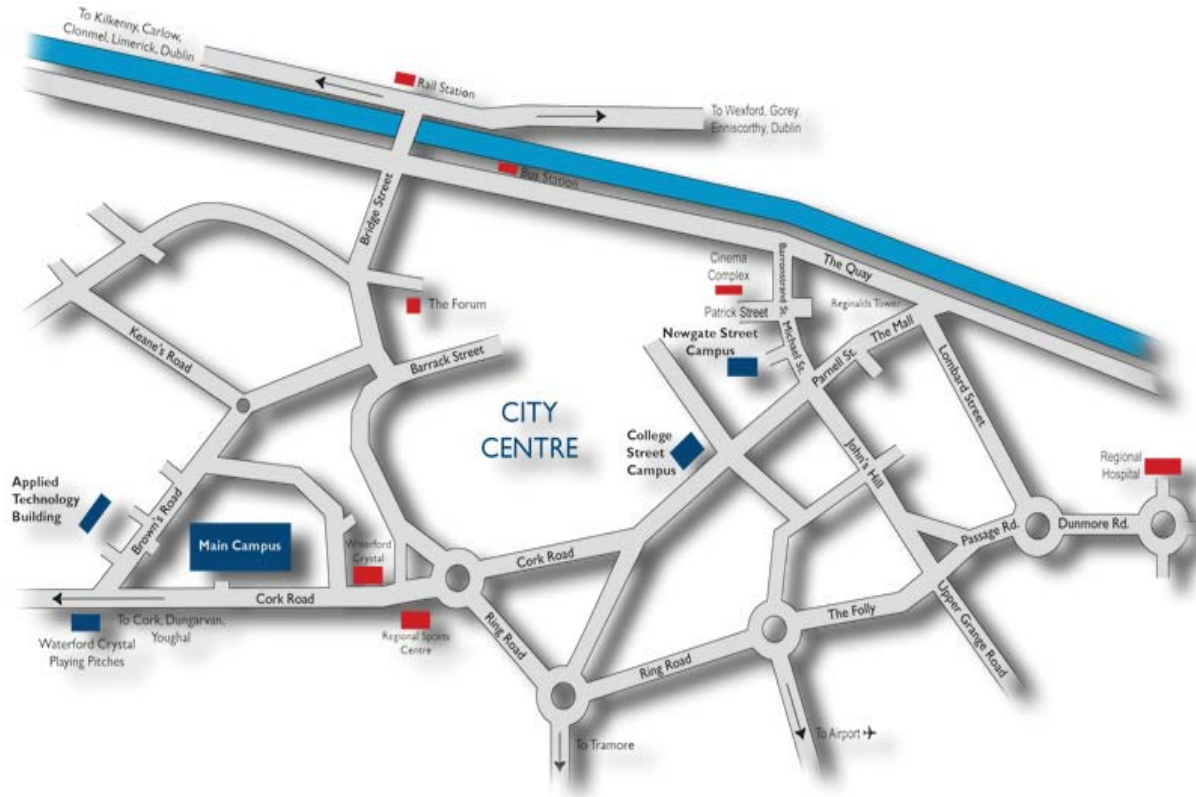
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Location and Maps

Waterford



Main Campus Map

Waterford Institute of Technology Main Campus Map

