

ORGANISATIONAL DEVELOPMENT AND DIVERSITY MANAGEMENT

Theme:	Human Resource Management
Assessment Weighting:	40% Coursework 60% Examination

INTRODUCTION

Organisational development is concerned with the planning and implementation of strategies to enhance the effectiveness with which an organization functions and responds to change. This module will examine the methods available to a company in a changing environment whereby an organization can adopt a planned and coherent approach to improving the organizational HRM effectiveness. Organisational development is concerned with the ways in which staff act and interact, the role staff play on a continuous basis to deal with events and situations involving other people and to changing circumstances. Organisational development values diversity in the work place. It values the difference between people that can lead to the development of a more rewarding and productive organization within which people are employed.

AIMS

The aims of this module are to:

- Enable students examine approaches to change management from a HR perspective
- Provide students with the competencies to deal with specific approaches to organizational development or change and diversity management
- Enable students to value the benefit of HR diversity
- Ensure students can apply critical thinking to the development of change policies that will affect HR
- Provide students with an appreciation of the problems associated with organizational development and diversity management and the skills necessary to overcome these problems

LEARNING OUTCOMES

On completion of the module, students will be able to:

- Critically evaluate the role and importance of organizational development and diversity management in an organisation.
- Demonstrate developed and strengthened analytical and critical thinking skills.
- Appreciate and consider the dynamic nature of the work force and be aware of how to capitalise upon opportunities
- Demonstrate an ability to transfer acquired knowledge and skill to work situations.

- Demonstrate knowledge and competence in Human Resource Management in relation to organizational development and diversity management.
- Critically appraise the management of a culturally diverse workforce and organizational development concepts

INDICATIVE MODULE CONTENT

Change and organizational development

- Creating and managing change
- Mergers and Acquisitions
- New markets
- Downsizing
- Redeployment of staff

Psychological impact of organizational development

- Employment contracts
- Staff expectations
- Reward systems
- Employee commitment
- Staff morale

Diversity

- Identify the aspects in which all people differ;
- Key diversity concepts;
- Perceptions, stereotypes and discrimination tendencies and dealing with diversity barriers.

Diversity Skills

- Diversity consciousness;
- Communicating in a diverse world
- Factors that impact on communication across diverse groups
- Effective conflict handling processes

Diversity from an organisational development perspective

- Value and manage diversity;
- Diversity management model
- Barriers preventing its implementation

The Change Management Context

- Why change might be required and what must change
- The phases and processes of change and how such processes can be managed.

Interaction

Consequences of ineffective diversity and conflict management;

- How different people of different gender and race react to interactions;
- Symptoms of diversity related issues and identifying your own diversity change agent status.

The 'Work-Life Balance

- Implementation of working arrangements and policies
- Social and personal benefits of balancing work with the other dimensions of people's lives.
- Flexible work arrangements,
- Voluntary employment breaks
- Resource and referral services