



## Higher National Unit specification: general information

**Unit title:** Human Resource Management: Supporting Organisational Change

**Unit code:** H1XP 35

**Superclass:** AB

**Publication date:** August 2012

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**Version:** 01

### Unit purpose

This Unit is designed to provide candidates with the knowledge and skills to explore the different roles undertaken by internal and external change consultants as part of organisational change initiatives. It is intended for candidates who want to consider a career in human resources however, it is also suitable for those who wish to study management and business related topics in general.

On completion of the Unit the candidate should be able to:

- 1 Analyse the role of internal change consultants.
- 2 Evaluate the contribution of external consultancy to organisational change.
- 3 Evaluate the effectiveness of organisational change initiatives.

### Recommended prior knowledge and skills

Access to this Unit is at the discretion of the centre. However, candidates would normally be expected to have competence in communication skills at SCQF level 6 or similar qualifications or experience. It is recommended that candidates have some understanding of the business context and factors that influence the behaviour of people at work. This could be evidenced eg by the possession of the HN Units *Human Resource Management: The Business Context* and *Managing People and Organisations* or equivalent or work experience.

## **General information (cont)**

### **Credit points and level**

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8\*)

*\*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

### **Core Skills**

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

### **Context for delivery**

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

## Higher National Unit specification: statement of standards

**Unit title:** Human Resource Management: Supporting Organisational Change

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

### Outcome 1

Analyse the role of internal change consultants.

#### Knowledge and/or skills

- ◆ Types of organisational change
- ◆ Stages in the consulting process
- ◆ Activities undertaken at the different stages in the consulting process
- ◆ Issues for internal consultants and their clients at each stage of the consulting process
- ◆ Skill and knowledge requirements of internal consultants

#### Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills in analysing the role of internal change consultants by showing that they can:

- ◆ explain the different types of organisational change
- ◆ analyse the activities undertaken and the issues to be considered at each stage of the consulting process
- ◆ describe the skills and knowledge required by internal consultants

### Outcome 2

Evaluate the contribution of external consultancy to organisational change.

#### Knowledge and/or skills

- ◆ The range of consulting styles and their characteristics
- ◆ The extent of support individual consultants can give organisations
- ◆ Advantages and disadvantages of using internal or external consultants

## Higher National Unit specification: statement of standards (cont)

**Unit title:** Human Resource Management: Supporting Organisational Change

### Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and understanding of the contribution of external consultancy to organisational change by:

- ◆ evaluating **four** of the main types of consulting styles
- ◆ determining the appropriateness of these styles to different organisational initiatives
- ◆ evaluating the advantages and disadvantages of using internal and external consultants.

### Outcome 3

Evaluate the effectiveness of organisational change initiatives.

### Knowledge and/or skills

- ◆ Change theory, conceptual models/frameworks
- ◆ Reactions to change initiatives in a work setting
- ◆ Maintenance of consultant/client relationships during the consulting process
- ◆ Causes of failure in consulting initiatives

### Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and understanding of the effectiveness of organisational change by showing that they can:

- ◆ apply **two** current change management models to the consulting process
- ◆ explain individual and organisational reactions to desired and imposed change in a work setting
- ◆ explain how consultant client relationships can be maintained during a change process
- ◆ evaluate three causes of failure in consulting initiatives

## Higher National Unit specification: support notes

### Unit title: Human Resource Management: Supporting Organisational Change

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

### Guidance on the content and context for this Unit

This Unit is designed to introduce candidates to the role internal and external consultants (or change agents) can play in the implementation of organisational change. Candidates should demonstrate their understanding of the stages in the consulting process, and how consultants can assist organisations undertake change initiatives.

It also provides candidates with the understanding of how and why employees in functional roles such as human resource management, training and development, quality etc can take on an internal consultancy role to introduce change initiatives.

**Outcome 1:** is intended to introduce candidates to the consulting process in the context of different types of organisational change. They should be able to recognise the stages in the process and the importance of each stage to successful internal consulting work.

In order for consulting assignments to be a success, internal consultants require specific skills and undertake a range of activities. It is suggested that the following are discussed with candidates:

- ◆ Types of organisational change — eg operational, strategic, cultural and legislation
- ◆ Stages — scouting, building and maintaining working relationships, identifying problems, problem solving, goal setting, planning action, taking action and reporting, disengagement
- ◆ Activities — recognising help is required, establishing rapport, agreeing a contract, data gathering, presenting proposals, solution generation, solution implementation, monitoring progress, giving feedback, report writing
- ◆ Skill requirements — investigative/ data gathering, sensitivity to organisational issues, facilitation, time management, critical evaluation of ideas

**Outcome 2:** deals with the way external consultants operate in organisations undertaking change initiative(s). Consultants can use a range of styles — advocate, information specialist, trainer/educator, problem solver, fact finder, process councillor and observer.

When discussing these styles with candidates, centres should consider how directive or non-directive each of these styles is and how each style can be used appropriately.

**Outcome 3:** is concerned with the process of evaluating the success of change initiatives. In order to operate effectively consultants should have a sufficient knowledge of the effects of change initiatives on individuals and organisations. Centres should bear in mind that a skilled consultant pays attention to the relationship with the client throughout the consulting assignment. Ensuring the maintenance of a good relationship is essential for successful consulting and implementation of change initiatives.

## Higher National Unit specification: support notes (cont)

**Unit title:** Human Resource Management: Supporting Organisational Change

Not all consultancy assignments are a success and candidates should be able to state clearly possible reasons for the failure of change initiatives. 'Failure' can include dealing only with presenting problems, organisational resistance, focussing only on the task rather than process and task, use of inappropriate strategies, scapegoating and over functioning.

### Guidance on the delivery of this Unit

The Unit provides candidates with an introduction to consultancy (both internal and external consultants). Successful consultants are highly skilled individuals. The Unit will enable candidates to recognise what is required for successful consultancy and enable them to operate more effectively with consultants in their organisations.

Where this Unit is being offered as part of the HND in Human Resource Management, it is suited to delivery towards the end of this Group Award.

As a general introduction to consultancy it is suitable for inclusion in related qualifications where an appreciation of the purpose of consultants is helpful. This could include employees who have functional roles in specialist departments such as information technology, quality, health and safety etc where members of the department operate as internal consultants to their organisations. This Unit is also suitable for those involved in general management, sector specific management, quality management, computing, health and safety and training and development.

The Unit can be usefully studied alongside other Higher National Units, such as *Business Culture and Strategy* and *Human Resource Management: The Business Context*.

### Guidance on the assessment of this Unit

This Unit can be assessed in a variety of ways, ie either as separate assessments for each Outcome or a more integrated manner as a single holistic assessment. See Assessment Guidelines below for more details.

### Assessment Guidelines

#### Outcomes 1 and 2

Candidates produce responses to open-book questions or report(s) covering each Outcome separately or which are integrated to cover Outcomes 1 and 2.

#### Outcome 3

Outcome 3 assessed separately or holistically with Outcomes 1 and 2 using a case study on which candidates either provide responses to questions or produce a report.

Alternatively, candidates could take part in observed interviews (either live or recorded) and be assessed using a checklist and a reflective account which includes self-evaluation of interview performance.

## Higher National Unit specification: support notes (cont)

**Unit title:** Human Resource Management: Supporting Organisational Change

### Online and Distance Learning

The Unit could be delivered by distance learning; however, it would require planning by the centre to ensure the efficiency and authenticity of candidate evidence.

For open or flexible learning, additional resources and materials will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA's website: [www.sqa.org.uk](http://www.sqa.org.uk)

### Opportunities for developing Core Skills

There are opportunities to gather evidence towards Core Skills in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

#### ***Communication: Reading, Written and Oral at SCQF level 6***

This Unit can provide the opportunity of responding to questions on issues involved in analysing role of change consultants; evaluating the contribution of consultants; and evaluating the organisation change initiative. This can provide underpinning knowledge by reading and interpreting complex information and challenges eg through the use of case study materials; change management models/frameworks etc. Where assessments (eg responses to questions; reports etc) are in written format, this would develop written communication for complex organisational change initiative issues. Oral communication could also be developed through conducting and participating in group discussions, etc.

#### ***Information and Communication Technology at SCQF level 6***

IT skills could be developed in this Unit, in particular through the use of on-line research with regard to change consultants and effective organisational change.

#### ***Working with Others at SCQF level 6***

This Core Skill could be developed through this Unit as candidates have to analyse the requirement of the role of both internal and external change consultants in supporting organisational change. They also have to consider the range of consultants' style and characteristics; be aware of the reactions of others/colleagues to change initiatives in an organisation/work setting. Also, they have to promote cooperative working towards the common goals of the organisational change initiative; whilst maintaining consultant/client relationships during the change process; motivate themselves and others to progress and overcome barriers, etc.

## Higher National Unit specification: support notes (cont)

**Unit title:** Human Resource Management: Supporting Organisational Change

### **Problem Solving at SCQF level 6**

This Unit offers many opportunities for candidates to tackle the complex issues and problems involved in supporting organisational change performance management, including advantages and disadvantages of internal and external consultants; reactions of others to change initiatives in the work context; causes of failure of consulting initiatives, etc. This can involve critical thinking, planning/organisation and reviewing/evaluating. They have to identify complex factors, assess their relevance, analyse ways to solve problems and justify conclusions/decisions.

### **Disabled candidates and/or those with additional support needs**

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website [www.sqa.org.uk/assessmentarrangements](http://www.sqa.org.uk/assessmentarrangements)



## History of changes to Unit

Version	Description of change	Date

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## General information for candidates

### Unit title: Human Resource Management: Supporting Organisational Change

This Unit is designed to introduce you to how internal and external consultants can be used to support organisational change initiatives. You will cover:

- ◆ different types of organisational change
- ◆ the stages in the consulting process
- ◆ skills and knowledge required by consultants
- ◆ the range of consulting styles and their characteristics
- ◆ maintaining effective consultant/client relationships during the change process
- ◆ how different types of organisational change require different approaches to consulting initiatives
- ◆ a range of change management models/frameworks
- ◆ understanding how others can react to change initiatives in the workplace

It also provides you with the understanding of how and why employees in functional roles such as human resource management, training and development, quality etc can take on an internal consultancy role to introduce change initiatives.

Assessment for this Unit can take a variety of forms such as separate assessments for each of the three Outcomes or a single assessment for the Unit based on a case study where you answer specific questions or produce a report. Your tutor will confirm the exact assessment(s) with you.

You may be someone considering human resources as a career and undertaking an HND in the subject. You may already have human resource management or administration as part of your role at work — if so this Unit is useful for you to give you an introduction to the consulting process. If you are considering management as a career (or if you are already in a management or a functional role such as quality, health and safety, etc) then this Unit can help you work more effectively with consultants.

On successfully completing of this Unit, you should be able to:

- ◆ Analyse the role of internal change agents and initiatives
- ◆ Evaluate the contribution of external consultancy to organisational change
- ◆ Evaluate the effectiveness of organisational change initiatives