Specialized Knowledge Area Module VI
Organizational Change Models

Overall Learning Expectations

Students selecting the LOC specialization are expected to demonstrate a thorough knowledge of the process of organizational change in contemporary organizations. Such knowledge includes demonstrating an understanding of various theoretical models pertaining to the process of organizational change and transformation, as well as current studies on those models. You are expected to review and critique contemporary theoretical approaches and supporting research.

Demonstrating mastery of a level of comprehension beyond basic definitions, conceptual frameworks, facts, and characteristics of the work on organizational change is critical. In other words, you must not only explicate the basics but must go beyond that level to show depth of understanding by analyzing, comparing, contrasting, and synthesizing or reconceptualizing three or more theoretical models.

Further, you must communicate your understanding through a well-crafted scholarly demonstration, usually a written essay. Alternatives to the written essay exist and should be discussed with your mentor or assessor. Whatever method is chosen, you must demonstrate your ability to communicate effectively in a clear, competent, and scholarly manner. In a written essay, this means organizing your analysis logically and using proper headings and subheadings, paragraphing, sentence structure, grammar, punctuation, and citations. A useful model for writing essays is demonstrated in academic, referred journals that publish studies on organization change. You are also expected to demonstrate that you can do a professional bibliographic search for current and classical books and articles on organizational change models. Once such a search has been completed, you should discuss with your assessor the specific materials you will use in completing this KAM.

Breadth Component
Models of Organizational Change and Development

In the Breadth section you are expected to demonstrate a thorough understanding of theoretical models pertaining to the process of organizational change and development. To begin, critically review recent scholarly books and articles that provide an overview of the work being done in
this area. Reading such reviews should provide you with a general sense of the work in the field and current scope of the topic. You should then select three or four organizational change and development models to critically analyze, compare, and contrast.

You may want to begin this section with a general treatment of the nature of organizational change and development. The following represent some of the questions that can guide your analysis, comparison, and contrast:

- How do various theorists define it?
- How have theoretical and research paradigms changed over the past few years?
- What do we currently know about the process of constructive organizational change and development?

Although theoretical models overlap, there are also distinct differences. These similarities and differences can be the basis for your critical analysis, comparison, contrast, or synthesis of the models of three or four leading theorists.

- What are the dependent and independent variables underlying their model?
- What are the key theoretical propositions about how the variables relate to each other?
- What are the important theoretical and practical issues engendered by the model?
- What evidence supports or refutes the model?

The demonstration of learning is usually an essay of about 30 pages; alternative demonstrations may be negotiated with the assessor.

**Depth Component**

**Current Research on a Model of Organizational Change**

In the Depth section, you will analyze a theoretical model of organizational change and development by critically reviewing at least 15 relevant studies in current academic, referred journals. At least 50% of the articles you select should be from the past 3 years, and none should be more than 5 years old. Additionally, try to balance theoretical or conceptual articles with those that present the results of research studies. You should demonstrate that you are able to critique both the design and the findings of scholarly research.

The demonstration of learning should be an essay of 20-25 pages in addition to the annotated bibliography.
Application Component
Professional Practice: Application of an Organizational Change Model

In the Application section you will analyze the problems and issues associated with organizational change and development in an actual organization, using the knowledge developed in the Breadth and Depth components. You may use your own organization, a client’s, or any other organization with which you are familiar. A case study approach could be used in the analysis and written essay. You might propose a detailed intervention that will lead to constructive change and transformation and describe how to assess the effectiveness of the intervention if implemented. Critically analyze a recent intervention and how it worked out in the organization. You must demonstrate an ability to apply a theory from the Breadth component and the review of research from the Depth component to actual problems you have encountered in your professional context.

The demonstration of learning is usually an essay of about 30 pages; an alternative demonstration may be negotiated with your assessor.