



Module 1: Organisational Change Principles and Practice

Competences

- a) Become a high-performing agent of change or OD consultant leading individuals and Organisation towards the implementation of a strategic change and deep transformation.
- b) Manage a fundamental Organisational change integrating forefront effective strategies and methods.
- c) Understand complex change initiatives identifying most advanced theory and proper latest tools.
- d) Respond to, and plan for, rapid and unexpected business fluctuations in a competent and fully autonomous way.

Knowledge

- a) Understand at a deep level the forces that are transforming traditional management goals and practices;
- b) Describe modern frameworks for making strategic business decisions in light of digitisation and data analytics;
- c) Explain the importance of the political, cultural and technological contexts in Organisational change;
- d) Understand why implementation of Organisational change frequently fails;
- e) Describe the roles of change agent(s), internal and/or external change management or OD consultants;
- f) Understand the effective development of customised change and OD intervention strategies as well as the full familiarity with and complete ability to use and adapt existing techniques for effecting change;
- g) Asses the needs of creating effective change in the context of the Organisation's strategy at very deep level.

Skills

- a) Create advanced corporate strategies, structures, procedures, and technologies to deal with change stemming from internal and external conditions.
- b) Apply principles of managing change and Organisation development to human service Organisations and social systems at all levels of practice.
- c) Design creative solutions to Organisational problems using advanced theories and latest tools about Organisational change
- d) Arrange different leadership styles in a change process, according to any particular environment.

Module-Specific Learner Skills

- a) Critically diagnose the needs of an Organisation in order to create an effective change;
- b) Assess an Organisation's readiness for change through a critical and complete analysis;



- c) Assess business actions and measure their effects according to forefront models of Organisational change.

Module-Specific Digital Skills and Competences

- a) Lead an Organisational change using digital transformation as a fundamental pillar.
- b) Apply data analytics as a main tool for Organisational change.

Module 2: Human Aspects of Change

Competences

- a) Create and manage strategies for effective teamwork using forefront theories and concepts from the behavioural sciences;
- b) Effectively deal with individual and group behaviour issues in Organisations related to communication, leadership, power and politics, conflicts and negotiations.
- c) Lead the human side of change management processes in all of their stages;
- d) Manage own and other people's emotions in a changing international environment;
- e) Deal with strategies for improving work performance and Organisational effectiveness using modern theories and concepts of motivation.

Knowledge

- a) Apply Organisational Behaviour models;
- b) Apply basic principles of leading and managing that affect Organisational behaviour, with an insight in ethical norms;
- c) Demonstrate an understanding of the latest challenges of effective Organisational communication;
- d) Demonstrate an understanding of the impact of cultures on Organisational behaviour: wide range of different perspectives overview;
- e) Apply a complete study on forefront models of group development;
- f) Demonstrate an understanding of actual strategies for conflict management at an advanced level.

Skills

- a) Utilise contemporary change management strategies for Organisational development enhancement and effective change facilitation.
- b) Apply behavioural science theories and concepts to devise strategies for improved teamwork and conflict management within Organisations.
- c) Cultivate people and leadership skills to bolster effectiveness in business management and leadership positions.

Module-Specific Learner Skills

- a) Study new possible Organisational Behaviour models in an academic research environment as well as in a professional executive context;





- b) Discuss and estimate new challenges related to resistance to change or conflict management undertaking further forefront studies from reliable sources.

Module 3: Business Strategies

Competences:

- a) Design creative solutions to strategic situations in different organisational contexts, integrating innovation frameworks like the Three Horizons of Growth or the Blue Ocean Strategy.
- b) Supervise new strategy formulation using latest key tools and techniques including methodologies for managing innovation such as Agile, Lean Startup, and Design Thinking.
- c) Advocate and foster an innovation culture within various types of organisations by implementing best practices gleaned from diverse case studies.

Knowledge:

- a) Assess the external environment focusing on trends and implications for innovation strategy development and implementation.
- b) Apply the business process in detail including the mission and vision, corporate objectives, organisational analysis, environment scanning, developing and evaluating alternative strategies and innovations, and selecting and implementing strategy.
- c) Apply advanced strategic and innovation analysis, including full internal and external analysis, using appropriate tools and techniques (e.g., PEST, market scanning, and innovation model frameworks).
- d) Demonstrate an understanding of the detailed concepts of sustaining and disruptive innovation, forefront paradigm shifts, and strategic innovation models.

Skills:

- a) Assess strategic and innovation options to make informed strategic decisions.
- b) Identify and apply relevant and current tools and techniques, including established innovation frameworks and methodologies, in developing effective strategies and innovation plans.
- c) Integrate innovation concepts with strategic management principles to create well-rounded innovation strategy proposals.
- d) Analyse real-world case studies to apply contemporary academic and professional theories with a focus on innovation strategy execution.

Module-Specific Learner Skills

- a) Integrate the latest theoretical academic knowledge on strategy and innovation to specific actual business situations.
- b) Undertake theoretical or experimental research activity to create innovative business strategy models and tools, considering innovative frameworks and methodologies.



Module-Specific Digital Skills and Competences

- a) Supervise the generation, manipulation, and analysis of data to support managerial decision-making, with an emphasis on innovation metrics and benchmarks.
- b) Evaluate and apply preliminary, intermediate, and advanced online search techniques for innovation strategies and best practices.

