



**Trinity College Dublin**

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

# **Online PG Certificate/Diploma/M.Sc. Managing Risk & System Change**

**Part-Time Programme – May 28<sup>th</sup>, 2025, from 6pm**

**Prof. Siobhán Corrigan & Mr. Rory Carrick**

# Welcome & Introduction

## The Programme Management Team

**Professor Siobhán Corrigan**  
Course Director



**Professor Nicholas McDonald**  
Academic Programme  
Development



**Mr. Rory Carrick**  
Course Administrator

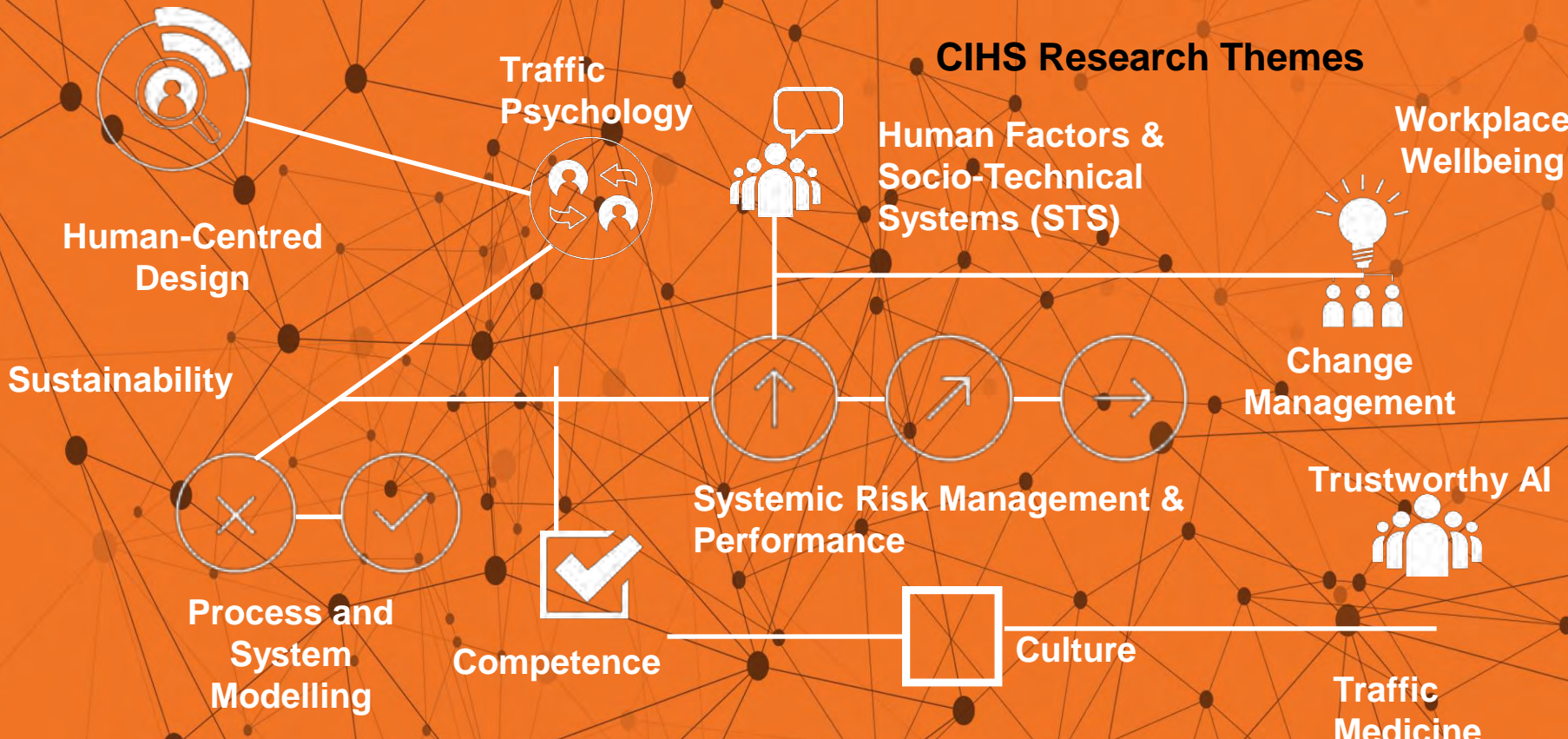


# Centre for Innovative Human Systems (CIHS)

School of Psychology , Trinity College Dublin

- Consists of 11 Faculty Professors, 5 Industry experts, 68 Post-Doctoral/Research Fellows, 6 Research Staff, 7 PhD and 2 operational support staff.
- Active portfolio across research, education, training, consultancy and outreach activities
- Specialising in utilising applied Psychology, Human Factors, Systems thinking and Action Research to understand and improve operational/strategic risk, change management, safety, well-being and longer-term sustainability across safety critical sectors.
- The unique contribution of the CIHS is to put the human at the Centre of its analysis – systems and processes have to work for people and they can only do this if the role of humans is central.
- An active and long term collaboration on research, training and education with a wide range of industries (e.g., Health, Aviation, Finance, Pharmaceutical etc) alongside a very active alumni community.

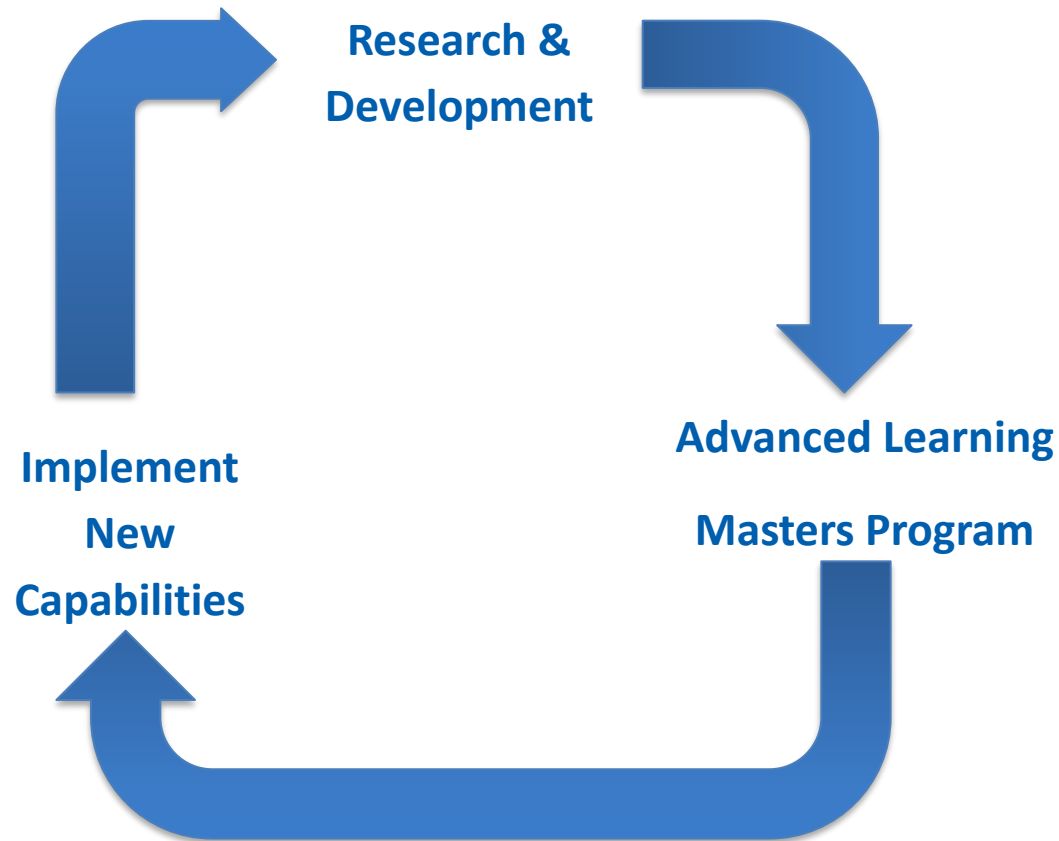
# CIHS Research Themes



PEOPLE  
PROCESS  
PERFORMANCE  
F

# Where The Programme Sits Within CIHS

## Virtuous Cycle of Innovation



# Who The Programme Is For?

The transfer of competence can transform practice, create new opportunities and generate new sources of value

The programme is designed to benefit those who have responsibility for

- Risk management
- Safety
- Improvement
- Change
- Evaluation and audit
- System design

Programme ethos and guiding principles:

- Turning relevant theory into effective practice
- Evidence base in research
  - Valid research on people in organisations operating technologies in complex operating systems
- Apply principles and methods to your organisation
  - Protect integrity and confidentiality
- Learn to conduct research of strategic value
  - Action oriented, embedded, systemic
- Collaboration and mutual learning
  - Learn from each other's experience

# Where do our students come from?

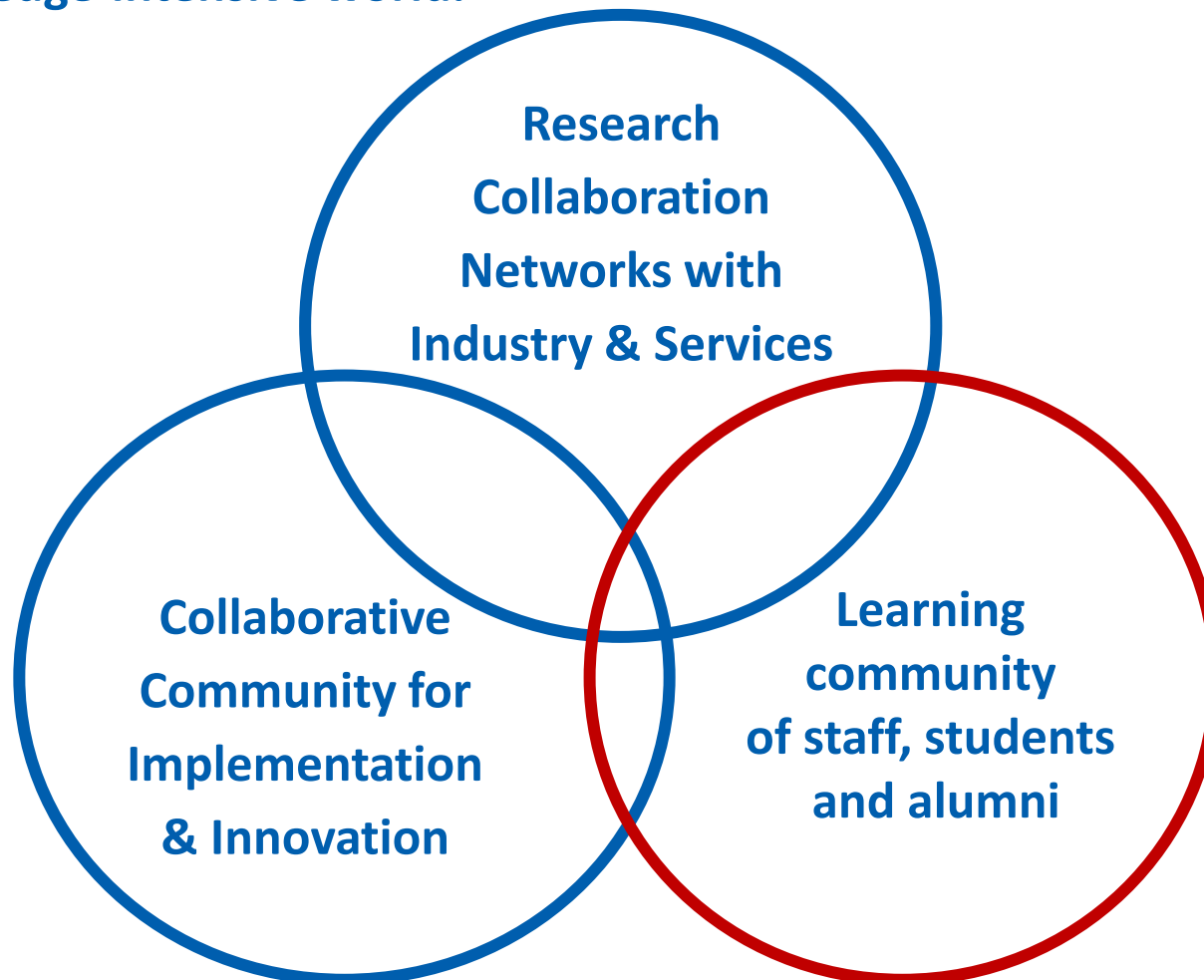
**Industries and backgrounds** such as, engineering, aviation, pharmaceutical, financial services, transport, emergency services, IT, casino and gambling, defence forces and healthcare.

**Countries:** Ireland UK, Germany, Spain, Malta, Italy, Poland, Switzerland, Canada, Australia, USA,



# Programme Aims – Innovation Community

Trinity College Dublin as a source of serious innovation in a global connected knowledge-intensive world.



# Programme Overview

- Interactive Online Learning Environment (asynchronous & synchronous elements) using BlackBoard & Blackboard Collaborate Ultra.
- Part-Time
  - Year 1 Diploma – Taught Programme (7 core modules September-June)
  - Year 1 Certificate – Taught Programme (4 core modules September-June)
  - Year 2 or 3 – Research Dissertation (research based on key strategic and operational issues; to create a research-practitioner capability in managing risk & system change).
- Assessment Overview - organisational dossiers, group work. group reports/presentations, reflective reports, multiple choice
- Multi-Disciplinary Lecturing Staff – Occupational Psychologists, Human Factors, Engineers, Industrial Management, Statisticians, HMI, Business Coaches/Mentors, Communications/PR, Cross Industry Practitioners.

# Programme Modules Overview

Module Title	Module Overview
<b>M1 The Role of People &amp; Processes in Organisations (10 ECTS)</b>	Provides a Socio-Technical Systems framework for understanding how organisations, their staff and processes work together and the key interdependencies.
<b>M2 Stability &amp; Change (10 ECTS)</b>	Understand the difficulties organisations encounter in their attempts to successfully implement and sustain effective change management programmes and how to overcome these.
<b>M3 Managing Performance &amp; Risk (10 ECTS)</b>	Range of risks facing industry and what organisations needs to do to manage these risks and improve performance. Focusing on factors that affect human performance and the application of concepts of hazard and risk to complex operational approaches.
<b>M4 Socio-Technical System Design (10 ECTS)</b>	Provides a range of practical techniques based on HFs/STS principles to ensure usable and operationally effective technologies, systems and processes.
<b>M5 Leading Change (5 ECTS)</b>	Building a practical understanding of one's own professional role and the competencies of effective leadership
<b>M6 Strategic Human Resource Development (5 ECTS)</b>	Developing the role of people in supporting effective operations and capability to change
<b>M7 Statistics &amp; Action Research Methods (10 ECTS)</b>	Design principles and methodologies for research and evaluation in practical operational situations

# Assessment Overview

Module No	ECTS	Case-Dossier Report	Group Work Report	Mini-Project	Reflective Assignment	Statistical Application	Research Dissertation
1	10	100%					
2	10	100%					
3	10	100%					
4	10	100%					
5	5		70%		30%		
6	5	100%					
7	10			70%		30%	
8	30						100% (yr 2)

# Programme Overview Year 2 or 3

- Research dissertation which will qualify students for the Masters Award.
- Submitted at the end of August in 2<sup>nd</sup> or 3<sup>rd</sup> year.
- Scheduled classes continue throughout year 2 to ensure students remain focussed, are continually supported and meet dissertation milestones.

Year 2/3		
Semester 1 – Michaelmas Term	Semester 2 – Hilary Term	Semester 2 – Trinity Term
Submit Research Proposal	Research Methods	Research Methods
Ethics Application Process	Progress Workshops	Progress Workshops
Complete Literature Review	Progress Reports	Submission of Dissertation
Continuous Guidance/Support From Dedicated Supervisor(s)		

# Examples of Current Research

Sector	Research Dissertation Topic
<b>Health</b>	<ul style="list-style-type: none"> <li>➤ Planning for the Future: Competencies &amp; Skills for Improved Service Delivery for Autistic Services</li> <li>➤ Collaborative Leadership in Public &amp; Private Healthcare: a new era in Healthcare Provision</li> <li>➤ Socio-Technical Analysis in understanding change in Healthcare: Application of the RFID-enabled technology for the transport of precious laboratory samples</li> <li>➤ The Implementation of an early warning score. What is Required?</li> <li>➤ Development of a framework for transition of healthcare from a children's to an adult based service.</li> <li>➤ Does the implementation of a Risky Huddle increase learning from incidents in a paediatric healthcare setting?</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>➤ Leadership in a Changing Digital Era</li> <li>➤ Managing Risk in Enterprise Change (Cyber Risk &amp; Board Understanding)</li> <li>➤ An investigation of the organisational and operational risks and behaviours associated with the implementation of Robotics Process Automation.</li> <li>➤ Using sociotechnical systems thinking to explore the role of a depositary in safekeeping digital assets</li> </ul>
<b>Emergency Services/Security</b>	<ul style="list-style-type: none"> <li>➤ Learning &amp; Training Framework in DFB: Past, Present &amp; Future</li> <li>➤ The perception of risk amongst volunteer emergency personnel: a case study of the Irish Coast Guard</li> <li>➤ Exploring the Effectiveness of Bow Tie Analysis to UAV Operations in Search &amp; Rescue</li> <li>➤ Exploring the benefits of counter corruption measures within An Garda Síochána</li> </ul>
<b>Aviation/ Telecommunications /Manufacturing</b>	<ul style="list-style-type: none"> <li>➤ Application of big data concept through a predictive approach in an ultra-safe socio-technical system</li> <li>➤ An exploration of implementing effective change in a Telecommunications division of an electrical utility</li> <li>➤ New Approaches to Aviation Safety Management – A Case Study into Unstable Approaches from a Safety-II Perspective</li> <li>➤ Exploring human error in biopharmaceutical maintenance</li> </ul>

# Online Delivery Format

- Each session within this course will follow a similar format of mixing asynchronous and synchronous content
  - Asynchronous content

Content that the student can complete at their own pace at a time chosen by them within the session week. A range of asynchronous content presentation mechanisms are available - pre-recorded lectures/PowerPoint presentations, activities based around library readings, the use of web resources such as videos/animations/quizzes and tools such as Blackboard Learn's discussion forums, blogs and wikis.

- Synchronous content

Real-time interactions between online lecturer and student. The student will have the week to complete the activities presented in the asynchronous content, before attending the synchronous element, where any queries can be raised, clarified and discussed in much more depth.



# What a module looks like

PS7502-A-Y-201617 (STABILITY AND CHANGE) 

Stability and Change

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Open Evening April 2018

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**Online Sessions**

Session 1: Models of Organisational Change

Session 2: Challenges of Implementing Change – Theory & Practice

Session 3: Implementing Recommendations from Systems Investigations

Session 4: Power, Conflict & Accountability

Session 5: Safety Culture

Session 6: Emergency Response Management

Session 7: Managing the Risk in Change I

Session 8: Managing the Risk in Change II - A Structured Enquiry

Session 9: Learning at Organisational Level

## Stability and Change

Welcome to your  
Module Homepage



### Module Overview and Objectives

The overall aim of the module is to understand the difficulties organisations encounter in their attempts to successfully implement and sustain effective strategic change management programmes and how to overcome these. The module addresses the key reasons why change initiatives are difficult, why they so often fail and what are the key factors that make for stability in organisations.

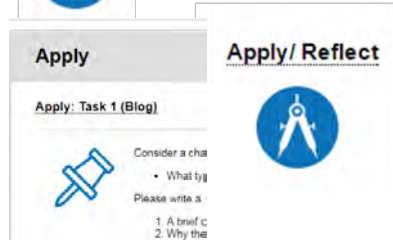
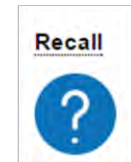
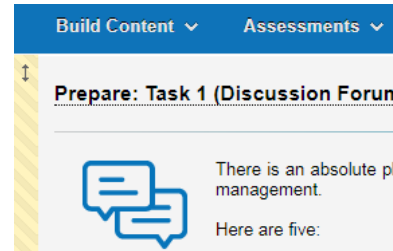
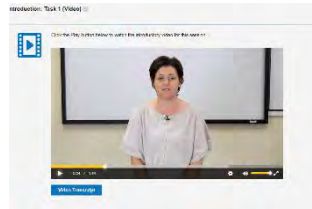
After completing this module, you should be able to:

- Understand key concepts and theories of organisational change, including both planned and emergent aspects
- Identify and examine reasons why change initiatives so often fail
- Identify and describe the factors that make for stability or readiness to change
- Critically analyse industry based case-studies of successful and unsuccessful change and recommend alternative approaches for effective change management
- Analyse socio-technical aspects of emergency management
- Evaluate and synthesise key change enabling factors
- Understand the role of power and culture in relation to change
- Understand key aspects of organisational learning
- Analyse change in relation to the value produced



### Module Sessions

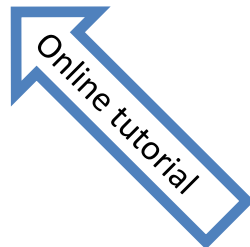
# What a “session” looks like



**Recall**

Recall: Task 1 (Quiz: Models of Organisational Change)

This quiz comprises a series of questions that address sc  
By completing the quiz, you can quickly self-assess your  
Please note that this quiz does not contribute to your gra  
Note that you can complete the quiz on multiple occasio  
Click the title of the quiz to begin.



Trinity College Dublin  
School of Psychology

Models of Organisational Change

**Focus: Three categories of model**

- For the purposes of this presentation I am going to focus on three categoric

Evolutionary

Teleological

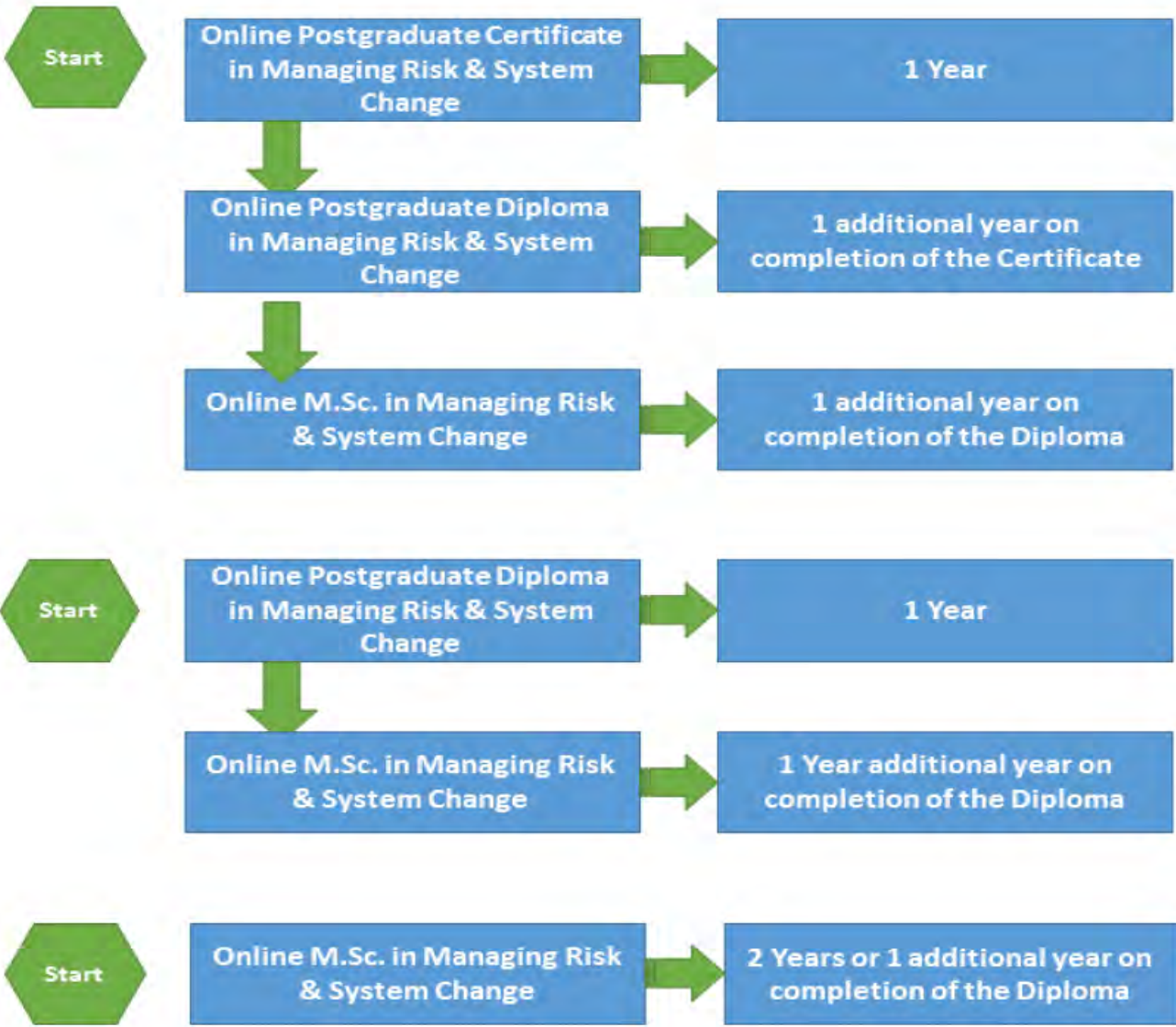
Social Cognition

- Each category will be discussed around three areas:
  - Major assumptions

Menu Notes

- Introduction
- Organisational change
- Definitions of change
- Models of change
- Categories of models
- Focus: Three categories of model
  - Evolutionary
  - Teleological Social
  - Cognition
- Merging models
- Summary

# Entry Routes



# Entry Requirements

Applicants will normally be required to hold an Honours degree (II.1) or equivalent and have at least 3 to 4 years appropriate professional experience.

- Applicants will also have to be in (or have access) to an employment setting that facilitates the applicant to be able to satisfy the applied research aspect of the course.
- **In exceptional circumstances, the course shall make appropriate recommendations to for candidates who do not fully meet the above criteria but make a reasonable case for admissions otherwise e.g. based on work experience.**
- Students whose first language is not English will need a recognised English language qualification in line with college policy.
- Students may be assigned and asked to submit a piece of academic writing and / or be asked to an interview. (via skype/phone or in person if suitable)
- 2 Reference Letters (academic or professional)

# How to Apply

Online applications (€55) open for **September 2026** intake. Places on the course are limited, and applications are reviewed on an ongoing basis.

We encourage early application as offers will be made to suitably qualified applicants as they are assessed.

- Apply: <https://www.tcd.ie/courses/>

## Documents Required:

- 2 Reference Letters (academic or professional)
- Curriculum Vitae
- Copies of transcripts where applicable
- Deadline for applications: **31<sup>st</sup> July 2026**

## Tuition Fees:

The fees are subject to review each year.

A link with the most up to date fee details will be sent to you along with these slides.

# Resources and Support

- Application Process
- Registration Process
- Library Access – E-books – Off Campus Access
- Full access to Trinity College Dublin Campus
- Assignment specific mentoring classes
- Dedicated Support from Course Administrator for the duration of your study

## Our Graduates & What They Have to Say.....

➤ *"....the flexibility and ongoing support from the lecturing staff was second to none...."*

➤ *" I am happy to report that I am applying the concepts and methods directly into my place of work..."*

➤ *" I was able to embed my research dissertation into an actual project in work... and convince my management of a new way at looking at an old problem.....with a scientific lens"*

➤ *" I have been looking for a course just like this for some time – this is exactly what our industry needs"*





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## Contact Details

Mr. Rory Carrick

**Email:** [managingrisk@tcd.ie](mailto:managingrisk@tcd.ie)