HRM 317

Change Management and Sustainability

S2 Day 2014

Dept of Marketing and Management

Contents

General Information

Unit convenor and teaching staff
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Credit points
3

Prerequisites
6cp at 200 level including (HRM201 or HRM207 or HRM250 or BBA250)

Corequisites

Co-badged status

Unit description
This unit examines contemporary change management and sustainability theory and how it can be applied in practice. Students will be able to explore a number of theoretical models through a process of critical evaluation. From the perspective of learning, students explore how both individual and organisation world views restrict and filter out signals from the environment, and how the degree of cognitive complexity determines the strategic thinking capacity of the firm. From a critical thinking perspective, students determine how organisational culture fosters and restricts innovation, and why learning methodologies are required. Further, the unit focuses on the techniques and practices necessary to develop a learning organisation in a rapidly changing environment.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

Develop an understanding of the prominent theories, models and empirical research related to organizational change

Develop a broad understanding of the pressures to change AND to stay the same

Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice

Develop teamwork and presentation skills

General Assessment Information

Task	Weight	Due Date	Linked Learning Outcomes	Linked Graduate Capabilities	Brief Description
Individual Essay	30%	Week 7	1, 2	1, 2, 3	2,000 word Individual Essay
Workshop facilitation	20%	Weeks 4-6 and Weeks 9-12	1, 3, 4	3, 5	Case analysis and activity
Assessed Coursework	10%	Ongoing	1,3	2, 3	Debrief questions in writing in tutorials
Final Examination	40%	14th November 2014, 11:59pm	1,3	1, 2, 5	Take home examination

Assessment Tasks

Name	Weighting	Due
Individual essay	30%	Week 7
Workshop facilitation	20%	Weeks 4-6 and 9-12
Assessed Coursework	10%	Ongoing
Final examination	40%	14/11/14

Individual essay

Due: **Week 7**
Weighting: **30%**

Students are required to submit a 2,000 word essay (incl references). Details and marking criteria are provided in the Assessment Guidelines document available on iLearn. Questions on this assessment will be answered during the lectures and tutorials.

NOTE ON EXTENSIONS

No extensions will be granted. Late tasks will be accepted up to 120 hours after the submission deadline. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- Develop an understanding of the prominent theories, models and empirical research related to organizational change
- Develop a broad understanding of the pressures to change AND to stay the same

Workshop facilitation

Due: **Weeks 4-6 and 9-12**
Weighting: **20%**

The purpose of this assessment is to develop your skills in team building and case analysis and to provide you with the opportunity to develop competent workshop facilitation skills. In weeks 4-6 and 9-12 students will conduct 30 minute presentations in groups of three or four. Students are
expected to use Powerpoint or Prezi for their presentation and provide a print-out copy of their materials to the tutor. Details and marking criteria are provided in the Assessment Guidelines document available on iLearn. Questions on this assessment will be answered during the lectures and tutorials.

NOTE ON EXTENSIONS

No extensions will be granted. Students who are not present for their group's presentation will be awarded a mark of 0 for the presentation, except for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- Develop an understanding of the prominent theories, models and empirical research related to organizational change
- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice
- Develop teamwork and presentation skills

Assessed Coursework

Due: **Ongoing**
Weighting: **10%**

Students are to prepare for the weekly tutorial by answering set questions pertaining to each week's case study in writing. Weekly questions are provided on iLearn. Students are expected to answer the questions prior to the tutorial and bring with them a printed or soft copy in the tutorial for the tutor to check. In addition to answering weekly questions, students are required to engage in debate and ongoing class engagement. Details and assessment criteria are provided in the Assessment Guidelines Document available on iLearn and questions on this assessment will be answered in the lecture.

NOTE ON EXTENSIONS:

No extensions will be granted. Students who have not submitted the assessed coursework on

time will be awarded a mark of 0 for this task, except for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:
- Develop an understanding of the prominent theories, models and empirical research related to organizational change
- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice

Final examination

Due: **14/11/14**
Weighting: **40%**

A final examination is included in this unit to provide assurance that the product belongs to the student and the student has attained the knowledge and skills tested in the exam. The exam will be a **take home case study analysis. The case study and examination questions will be made available on iLearn on Monday of Week 13 (10th November) at 6pm**. **Students will need to submit their answers on Turn-it-In by Friday 14th November at 11.59 pm.** More details about the exam will be posted on iLearn and presented in class after the mid-semester break.

If a Supplementary Examination is granted as a result of the Disruption to Studies process, the examination will be scheduled after the conclusion of the official examination period.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester (that is, the final day of the official examination period).

On successful completion you will be able to:
- Develop an understanding of the prominent theories, models and empirical research related to organizational change
- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice

Delivery and Resources

1. This subject consists of a weekly 2 hour lecture and weekly 1 hour tutorial
2. The timetable is at https://timetables.mq.edu.au/2014/
3. To pass this course students need to achieve a composite mark of 50%
4. There will be no transfer of marks from other assignments (e.g. essay, group presentations) to the final examination
5. Students must attend 80% of tutorials to complete this unit, i.e. miss no more than 2

tutorials including medical absences. A log will be taken each week to record attendance. Medical certificates are required for medical absences and should be given to your tutors.

6. You must stay in the tutorial to which you were enrolled as a cap is applied on the number of students to each tutorial in order to maximise your learning experience. However, you may change a tutorial, providing the tutorial to which you wish to change has a vacancy. The only way you can do this is via e-student within two weeks of the start of the semester. Changes cannot be made after week 2.

7. Students are expected to arrive on time, certainly before five minutes past the hour and not to leave until the class ends.

8. Mobiles should be turned off during classes, not simply set to silent. Texting or other mobile phone activity during class is distracting to the student concerned, the lecturer and other students and is strictly forbidden. Students violating this requirement will be asked to leave the class.

9. Photography as well as audio and video recording by students is not permitted.

REQUIRED TEXTBOOKS

Palmer I, Dunford R and Akin G (2009) *Managing organizational change: a multiple perspectives approach*. McGraw-Hill Irwin

Grey C (2013) *A very short, fairly interesting and reasonably cheap book about studying organizations*. SAGE Publications

TECHNOLOGY USED AND REQUIRED Students are required to familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/MQ/). iLearn will be used to post course material, announcements, student grades and as a means of communication between staff members and students.

Students are expected to check their university email account and contact the teaching staff through it. Gmail, hotmail and other personal email accounts are often blocked through the university's spam filter; communicating through those risks that your query will not be answered.

Tutorial presentations will require the use of Powerpoint or Prezi.

UNIT WEB PAGE

Course material will be made available on iLearn (https://ilearn.mq.edu.au/login/MQ/).

Lecture slides, assessment details and other useful material will be made available on iLearn. If you have difficulties logging on to iLearn please contact the university's technical support staff. Do not contact the lecturer or the tutors as they are not able to help you with technical queries.

- You are expected to save and/or print copies of the lecture slides and bring them along to the lectures. No printouts will be given by the lecturer.

- You are expected to save and/or print the worksheets and other material necessary for each tutorial. No printouts will be given by the lecturer or the tutors.
- All important announcements will be made on iLearn and you are expected to view the announcements page of the course website at least once per week

Teaching and Learning Strategies:

This unit comprises of four key elements: a 2-hour lecture, a 1-hour tutorial; group study and participation; individual study and participation.

The topics outlined in this unit are best explored through active participation and experiential learning. Classes therefore will involve tutorial activities such as case study analysis, debates, discussion groups and presentations so that participating in this unit is an interesting, challenging and fun experience. Core topics will be discussed in an integrated lecture environment, where you are encouraged to question and comment on aspects of each topic.

Changes from last offering:

Exam is now take-home.

Unit Schedule

Week	Date	Lecture Topic
1	4th August	Introduction to course
2	11th August	Sources of change (external and internal)
3	18th August	Types of change (naïve, planned, emergent)
4	25th August	The Change Process (communication & vision)
5	1st September	Leading change
6	8th September	Organisational Culture and Change
7	15th September	Resistance to change
	Mid-semester break	
8	PUBLIC HOLIDAY – NO CLASS	
9	13th October	Power, politics and change
10	20th October	How does HR lead change?

11	27th October	Beyond the hype
12	3rd November	Change in the real world (Guest Lecture) *Important note: this lecture will NOT be recorded. The exam will have one question from this guest lecture*
13	10th November	Course overview and Prep for the exam

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy.html

Grading Policy http://mq.edu.au/policy/docs/grading/policy.html

Grade Appeal Policy http://mq.edu.au/policy/docs/gradeappeal/policy.html

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops
- StudyWise

- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://informatics.mq.edu.au/help/.

When using the University's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Develop an understanding of the prominent theories, models and empirical research related to organizational change

- Develop a broad understanding of the pressures to change AND to stay the same

- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice

Assessment tasks

- Individual essay
- Final examination

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate

and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Develop an understanding of the prominent theories, models and empirical research related to organizational change
- Develop a broad understanding of the pressures to change AND to stay the same
- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice

Assessment tasks

- Individual essay
- Assessed Coursework
- Final examination

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- Develop an understanding of the prominent theories, models and empirical research related to organizational change
- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice
- Develop teamwork and presentation skills

Assessment tasks

- Individual essay
- Workshop facilitation
- Assessed Coursework

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms

effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice
- Develop teamwork and presentation skills

Assessment tasks

- Workshop facilitation
- Final examination

Research and Practice

This unit draws on extensive research from sources outside the textbooks. Students will be recommended stretch readings for every week that will allow them to considerably expand their knowledge of organisational change theory. Such readings are for example:

Ashworth R, Boyne G and Delbridge R (2009) Escape from the iron cage? Organizational change and isomorphic pressures in the public sector. *Journal of Public Administration Research and Theory* 19(1): 165-187

Ogbonna E and Wilkinson B (2003) The false promise of organizational culture change: a case study of middle managers in grocery retailing. *Journal of Management Studies* 40(5): 1151-1178

McGuire D and Hutchings K (2006) A Machiavellian analysis of organisational change. *Journal of Organizational Change Management* 19(2): 192-209

Conducting research independently is strongly encouraged for this unit and is rewarded.

Changes since First Published

Date	Description
31/07/2014	I noticed a mistake on the due date of the final exam. This has now been amended.