



# HRM 317

## Change Management and Sustainability

S2 Day 2017

*Dept of Marketing and Management*

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## General Information

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Credit points

3

Prerequisites

6cp at 200 level including (HRM201 or HRM222 or HRM250)

Corequisites

Co-badged status

### Unit description

This unit examines contemporary change management and sustainability theories with a focus on how they are applied in practice. Topics covered include leadership, power/ politics and strategy as they pertain to organisational change initiatives, in addition to measuring change initiatives and innovation. The case study method is extensively used in this unit to allow students to appreciate the interconnectedness of an organisation's systems and develop their problem-solving skills by proposing solutions to complex problems. Change managers are invited to give guest lectures to reinforce the nexus between theory and practice.

## 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 regarding organisational change.

Understand the pressures organisations face to explore new areas for growth while maintaining existing ones.

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
Assessed Coursework	10%	Ongoing	1, 3, 4	1, 5	Debrief activities in writing in lectures and tutorials
Individual Essay	30%	Wednesday, 13 <sup>th</sup> September (Week 7)	1, 2	1, 2, 3, 5	2,000 word essay
Group presentations	20%	Weeks 8-12	1, 3, 4	1, 2, 3, 5	Case analysis and presentation in teams
Final exam	40%	Friday 10 <sup>th</sup> November	1, 3	1, 2, 5	Take home exam

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Assessed Coursework</u>	10%	No	Ongoing
<u>Individual essay</u>	30%	No	13/09/2017
<u>Group presentation</u>	20%	No	Weeks 8-12
<u>Final examination</u>	40%	No	10/11/2017

### Assessed Coursework

Due: **Ongoing**

Weighting: **10%**

#### ***This assessment consists of two parts***

**Part 1:** We will be using case studies as the basis of discussions in the lecture and the tutorials. In the lecture in weeks 2, 5, 8 and 10 students will be asked to complete a "15 minute debrief" (15MD) activity. In these activities students will work in groups of 4, to answer a question that requires knowledge of the allocated case study for the week. The case studies will be uploaded on iLearn in the relevant week's folder in advance – **STUDENTS ARE EXPECTED TO COME TO THE LECTURE HAVING READ THE CASE**. The question will only be available at the end of the lecture and will not be available on iLearn. Students will hand in to the lecturer their group's answer in writing: ONE PAGE of handwritten notes that answer the question at hand. 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.

**Part 2:** To simulate the effects of change management, each student is required to participate in a business simulation exercise. Students will play the role of a manager facing a change situation regarding a sustainability initiative within a manufacturing company. One question regarding the business simulation will be assessed in the exam. Students must run the simulations in order to answer the question in the exam. Details of the business simulation will be provided on iLearn and questions on this activity will be answered in the lectures and tutorials.

#### ***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 Disruption to Studies is made and approved.

On successful completion you will be able to:

- Develop an understanding of the prominent theories, models, and empirical research regarding organisational change.

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

## Individual essay

Due: **13/09/2017**

Weighting: **30%**

Students are required to submit a 1,500-2,000 word essay excluding references. Details and marking criteria are provided in the Assessment Guidelines Document available on iLearn and questions on this assessment will be answered in the lecture.

### Submission Details:

The essay is to be submitted through Turnitin on iLearn and in hard copy. Details 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. Late tasks will be accepted up to 48 hours (2 days) after the submission deadline. There will be a deduction of 20% 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 – 40% penalty). This penalty does not apply for cases in which an application for Disruption to Studies is made and approved.

On successful completion you will be able to:

- Develop an understanding of the prominent theories, models, and empirical research regarding organisational change.
- Understand the pressures organisations face to explore new areas for growth while maintaining existing ones.

## Group presentation

Due: **Weeks 8-12**

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 8-12 students will conduct 25 minute presentations in groups of 4-5 people maximum. In addition, you should lead a class activity relevant to the presentation of your topic. The activity must take 10 minutes (Presentation + activity up to 35 min in total). **The group presentation consists of 2 components – collective (10%) and individual (10%). Each group member receives the same mark for the collective component of the group presentation. Each group member may receive a different mark for the individual component (individual performance).**

Students are expected to use Powerpoint or Prezi for their presentation and provide a print-out

copy of their materials to the tutor. Peer evaluation forms will also be used for this assignment. 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 Disruption to Studies is made and approved.

On successful completion you will be able to:

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

## Final examination

Due: **10/11/2017**

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 in Week 13 (Wednesday 8th November) at 9am. Students will need to submit their answers on Turn-it-In and in the BESS box by Friday 10th November at 4 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 Study 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 regarding organisational 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 a weekly 1 hour tutorial

2. The timetable is at <https://timetables.mq.edu.au/2017/>
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 tutor.
6. You must stay in the tutorial to which you 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 READINGS**

Each week has an allocated required reading - all readings are made available through e-Reserve. The case studies for the 15MD activities and the case studies for the student presentations (workshop facilitation) will also be available on iLearn.

## **TECHNOLOGY USED AND REQUIRED**

Students are required to familiarise themselves with iLearn (<https://ilearn.mq.edu.au/login/index.php>). 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. Teaching staff will endeavour to respond to your query within 48 hours.

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/index.php>).

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/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/print copies of the case studies relevant to the 15MD activities. The lecturer will not be handing out any printed copies of said case studies.
- 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:

The unit now includes a simulation activity. The weighting for the exam has been changed to 40%. Finally, there is no required textbook this semester.

## Unit Schedule

Week	Date	Lecture Topic
1	2 <sup>nd</sup> August	Introduction to the course
2	9 <sup>th</sup> August	Change perspectives & tools
3	16 <sup>th</sup> August	Building & energizing the need for change
4	23 <sup>rd</sup> August	Leadership for change
5	30 <sup>th</sup> August	Strategy, culture and change
6	6 <sup>th</sup> September	Reading session. See iLearn for details - No classes this day.
7	13 <sup>th</sup> September	Power, politics and resistance to change
<b>MID-SEMESTER BREAK</b>		



8	4 <sup>th</sup> October	Measuring & monitoring change
9	11 <sup>th</sup> October	HR and Change
10	18 <sup>th</sup> October	Change and innovation
11	25 <sup>th</sup> October	Change and sustainability
12	1 <sup>st</sup> November	Change in the real world (Guest Lecture)  <b>Important note: this lecture will NOT be recorded. The exam will have one question from this guest lecture</b>  Course overview and preparation for the exam
13	8 <sup>th</sup> November	<b>No class – exam case study and questions become available on iLearn on Wednesday 8<sup>th</sup> November at 9am</b>

## 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](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy [http://mq.edu.au/policy/docs/assessment/policy\\_2016.html](http://mq.edu.au/policy/docs/assessment/policy_2016.html)

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

Complaint Management Procedure for Students and Members of the Public [http://www.mq.edu.au/policy/docs/complaint\\_management/procedure.html](http://www.mq.edu.au/policy/docs/complaint_management/procedure.html)

Disruption to Studies Policy (in effect until Dec 4th, 2017): [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

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/](https://students.mq.edu.au/support/student_conduct/)

## Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.m](#)

[mq.edu.au](http://mq.edu.au).

## 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](http://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](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources 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

regarding organisational change.

- Understand the pressures organisations face to explore new areas for growth while maintaining existing ones.
- Apply organisational change concepts to case studies so as to appreciate the nexus between theory and practice

## **Assessment tasks**

- Assessed Coursework
- Individual essay
- Group presentation
- 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**

- Understand the pressures organisations face to explore new areas for growth while maintaining existing ones.
- 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
- Group presentation
- 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

- Understand the pressures organisations face to explore new areas for growth while maintaining existing ones.
- 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
- Group presentation

## 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

- Assessed Coursework
- Individual essay
- Group presentation
- Final examination

## Research and Practice; Global and Sustainability

This unit draws on extensive research from sources outside the textbooks. Such readings are for example:

1. Beer, M., Eisenstat, R.A. & Spector, B. (1990) Why change programs don't produce change. *Harvard Business Review*, 68 (6), 158-166
2. By RT (2005) Organisational change management: a critical review. *Journal of Change Management*, 5(4), 369-380
3. Battilana, J., Gilmartin, M., Sengul, M., Pache, A-C., & Alexander, J.A. (2010)

Leadership competencies for implementing planned organizational change. *The Leadership Quarterly* 21(3), 422-438

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

In addition, a guest lecture has been organised for week 12, that will present a concrete example of how change is dealt with in the "real world".

Sustainability is a core element of this unit, as evidenced the name of the course. Issues of sustainability are integrated throughout with a week's material devoted solely to this topic.

Examples of practices from different countries will be discussed in the lectures and in tutorials.