



HRM 317

Change Management and Sustainability

S2 Day 2018

Archive (Pre-2019) - Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor/Lecturer

Hector Viveros

hector.viveros@mq.edu.au

Contact via email

Consultation by appointment

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:

Discuss and demonstrate an understanding of the prominent theories, models, and empirical research regarding organisational change.

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

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

Undertake and deliver an analysis of case studies in collaboration with other students as a member of a team

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Individual essay</u>	40%	No	13/09/2018, 4pm
<u>Group presentation</u>	20%	No	Weeks 8-12
<u>Individual case study analysis</u>	40%	No	9/11/2018, 4pm

Individual essay

Due: **13/09/2018, 4pm**

Weighting: **40%**

Submission Details:

Students must submit their essays electronically through Turnitin using the link on iLearn by 4:00pm on the due date (13/09/2018, by 4.00 pm).

A hard copy of your essay must also be submitted to BESS by 4:00pm on the due date.

Hard copies must be identical to the electronic version submitted. Otherwise the essay will not be marked.

Length: 1800 words excluding the reference list.

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 and tutorials.

Note on extensions: No extensions will be granted. Late tasks will be accepted up to 72 hours (3 days) after the submission deadline. There will be a deduction of 10% for late submissions for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This means the total mark will be deducted 4 marks per day. This penalty does not apply for cases in which an application for Special Considerations is made and approved.

On successful completion you will be able to:

- Discuss and demonstrate an understanding of the prominent theories, models, and empirical research regarding organisational change.
- Critically analyse 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 collaboration skills. In weeks 8-12 students will conduct a 25 minute presentations in groups (min. 4 students, max. 5 students). In addition, your group should lead a class activity relevant to the presentation of your topic in order to engage the class. The activity must take 10 minutes (Presentation + activity up to 35 min in total).

The formation of groups will occur in the week 3 and 4 tutorials and allocation of case studies will occur in week 4 tutorials.

Groups must submit a 1000 words report including findings, recommendations, etc. (CASE Method). This submission must be online (turnitin) and hardcopy. Groups also have to provide hard copies of the presentation (Powerpoint).

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).

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 lecture 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 Considerations is made and approved.

On successful completion you will be able to:

- Discuss and demonstrate an understanding of the prominent theories, models, and empirical research regarding organisational change.
- Apply organisational change concepts to case studies so as to examine the nexus between theory and practice
- Undertake and deliver an analysis of case studies in collaboration with other students as a member of a team

Individual case study analysis

Due: **9/11/2018, 4pm**

Weighting: **40%**

This assessment will be an individual case study analysis. **The case study and questions will be made available on iLearn in Week 13 (Thursday 8th November) at 9am. Students will**

need to submit their answers on Turnitin AND in the BESS box by Friday 9th November at 4 pm. More details about this assessment will be posted on iLearn and presented in class after week 10.

In addition, in order 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 asked in the final assessment (individual case study analysis). **Students must run the simulations in order to answer this question.**

Otherwise marks available for this question will be deducted 10% per simulation.

Students without simulations will be awarded a mark of 0 for this question. Details of the business simulation will be provided on iLearn and questions on this activity will be answered in lectures and tutorials.

Note on extensions: No extensions will be granted. Students who are not submit their assessment will be awarded a mark of 0, except for cases in which an application for Special Considerations is made and approved. In this case, Macquarie University Policy allows for the provision of one additional assessment task. **This task need not be the same as the missed assessment. It could be a homework, essay or oral task.** In submitting an application for Special Consideration, the student is agreeing to make themselves available so that they can complete any extra work as required. The time and date, deadline or format of any required extra assessable work is not negotiable.

On successful completion you will be able to:

- Discuss and demonstrate an understanding of the prominent theories, models, and empirical research regarding organisational change.
- Apply organisational change concepts to case studies so as to examine 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, starting in week 2.
2. The timetable is at <https://timetables.mq.edu.au/2018>
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 assessment (individual case study analysis).
5. 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 during the first two weeks. Changes cannot be made after week 2.

6. Students are expected to arrive on time, certainly before five minutes past the hour and not to leave until the class ends.
7. 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.
8. Photography as well as audio and video recording by students is not permitted.

REQUIRED READINGS

Each week has an allocated required readings/cases - all readings are available on iLearn. The case studies for the student presentations 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 the along to the lectures. No printouts will be given by the lecturer.
- You are expected to save/print copies of the results of your simulations. The lecturer/ tutor will not be handing out any printed copies or results for individual simulations.
- 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:

There is no assessed coursework in tutorials. The weighting for the essay has been changed to 40%.

Unit Schedule

Week	Date	Lecture Topic
1	2 nd August	Introduction to the course
2	9 th August	Change perspectives & tools
3	16 th August	Building & energizing the need for change
4	23 rd August	Leadership for change
5	30 th August	Strategy, culture and change
6	6 th September	Reading session. See iLearn for details - No lecture this day.
7	13 th September	Power, politics and resistance to change
MID-SEMESTER BREAK		
8	4 th October	Measuring & monitoring change
9	11 th October	HR and Change
10	18 th October	Change and innovation
11	25 th October	Change and sustainability
12	1 st November	Change in the real world (Guest Lecture) <i>Important note: the guest lecture will NOT be recorded.</i> Course overview and preparation for the final assessment (individual case study analysis)
13	8 th November	No class – Case study for individual analysis becomes available on iLearn on Wednesday 8th November at 9am

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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.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) 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://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

- Discuss and demonstrate an understanding of the prominent theories, models, and empirical research regarding organisational change.
- Critically analyse the pressures organisations face to explore new areas for growth while maintaining existing ones.
- Apply organisational change concepts to case studies so as to examine the nexus between theory and practice

Assessment tasks

- Individual essay
- Group presentation

- Individual case study analysis

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

- Discuss and demonstrate an understanding of the prominent theories, models, and empirical research regarding organisational change.
- Critically analyse the pressures organisations face to explore new areas for growth while maintaining existing ones.
- Apply organisational change concepts to case studies so as to examine the nexus between theory and practice
- Undertake and deliver an analysis of case studies in collaboration with other students as a member of a team

Assessment tasks

- Individual essay
- Group presentation
- Individual case study analysis

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

- Critically analyse the pressures organisations face to explore new areas for growth while maintaining existing ones.
- Apply organisational change concepts to case studies so as to examine the nexus between theory and practice
- Undertake and deliver an analysis of case studies in collaboration with other students as

a member of a team

Assessment tasks

- Individual essay
- Group presentation
- Individual case study analysis

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcome

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

Assessment task

- Group presentation

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.