



# HRM 317

## Managing Change in Organisations

S2 Day 2019

*Department of Management*

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## General Information

Unit convenor and teaching staff

Unit Convenor/Lecturer

Hector Viveros

[hector.viveros@mq.edu.au](mailto:hector.viveros@mq.edu.au)

Contact via email

Please view consultation hours via iLearn - <https://ilearn.mq.edu.au/login/>

Credit points

3

Prerequisites

HRM201 and 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
<a href="#">Individual Essay</a>	40%	No	Week 7
<a href="#">Group Presentation</a>	20%	No	Weeks 8-12
<a href="#">Individual Case Study Analysis</a>	40%	No	Week 13

### Individual Essay

Due: **Week 7**

Weighting: **40%**

**Individual Essay Assessment Summary Task Description** The purpose of this assessment is to respond to a specific question regarding change management by developing an argument which is based on evidence and critical reasoning. This assessment gives you the opportunity to develop and apply critical thinking regarding change in organisations using concepts, theory and research evidence. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 1,800 words excluding the reference list. **Inherent Task Requirements** **Late Submission**

Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** 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 incurs a 20% penalty). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time

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%**

**Group Presentation Assessment Summary Task Description** 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. The group presentation consists of 2 components – collective (10%) and individual (10%). **Type of Collaboration** Group **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 25 minute presentations in groups & 1,000 words report **Inherent Task Requirements** **Late Submission**

Absence means you will get **0 marks** for Presentation.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time

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: **Week 13**

Weighting: **40%**

**Individual Case Study Analysis Assessment Summary Task Description** The purpose of this assessment is to develop your skills in case analysis and to provide you with the opportunity to develop and apply change management concepts, theories and models to specific situations. In addition, in order to simulate the effects of change management, each student is required to participate in a business simulation exercise **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** Please refer to the [iLearn](#) Unit page **Inherent Task Requirement** **Late Submission** Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** 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 incurs a 20% penalty). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

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

Required Text	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 <a href="#">iLearn</a> .
Unit Web page	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>
Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
Delivery Format and Other Details	<ul style="list-style-type: none"><li>• Number and length of classes: <b>1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face to face</b> per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)</li><li>• Tutorials will commence in <b>Week 2</b></li><li>• The timetable for classes can be found on the University web site <a href="https://timetables.mq.edu.au/">https://timetables.mq.edu.au/</a></li></ul>
Recommended Readings	

## Unit Schedule

Please refer to the [iLearn Unit page](#)

## 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 \(http](#)

[s://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 published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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](https://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](https://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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

- 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

## Changes from Previous Offering

No changes from previous offering.

## 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".