SCHOOL OF MANAGEMENT AND MARKETING

MGMT915
Management of Change

SUBJECT OUTLINE
Wollongong Campus
Spring 2006

Thursday 17:30–20:30
Building 67  Room 303

Coordinator & Lecturer : Dr Peter Massingham
Office : 40.137 (Commerce Building)
Telephone  : (02) 4221 3642
Email  : peterm@uow.edu.au
Consultation hours : Monday 11:30–13:30
Thur 15:30–17:30
Or by appointment
Subject Description

This subject analyses how managers can conceptualise and lead the process of organisational change. Issues under discussion will be: organisational change theories and models; forces for change; resistance to change; coping with change; recognising, diagnosing, planning and implementing change; organisational development; contingency approaches to change; and aspects of cultural change management.

Subject Objectives

The objectives of this subject are as follows:

1. to provide students with an overview of key concepts, theories and research findings in the field of change management;
2. to demonstrate to students the complexities of change management as applied in practice in relation to individuals, groups and the overall organisation;
3. to adopt an integrative, multi-disciplinary approach to the teaching of change management;
4. to use the case study approach in order to bring alive the context and reality of change within business organisations and as a vehicle for the application of theory;
5. to encourage students to become reflexive practitioners of change management.

Tertiary Literacies

In the achievement of the subject objectives, the following tertiary literacies are regarded as central to the subject:

- coherent and extensive knowledge in change management, appropriate ethical standards, and relevant practical and conceptual skills;
- a desire to seek improved solutions and to initiate, and participate in, organisational change;
- an ability to logically analyse issues, consider different options and viewpoints and implement decisions.

Method of Assessment

The composite mark will comprise the following evaluation elements:

<table>
<thead>
<tr>
<th>Assignment 1</th>
<th>Due: Thursday 7 September 17:30pm</th>
<th>20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 2</td>
<td>Due: Thursday 12 October 17:30pm</td>
<td>40%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>Held during exam period (28 October-10 November)</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Method of Presentation

Three-hour classes comprising a mix of lectures and participatory discussion.
Subject Requirements

To satisfy subject requirements students:

1. must satisfactorily complete and present their assignment work on due dates. Failure to present written assignment work on time will normally attract a penalty in the deduction of ten percentage points per 24 hours of the weekday or part thereof;

2. must complete ALL assignments and final examination in a satisfactory manner. ‘Satisfactory’ for this subject means each piece of assessment must attain a mark of at least 45%, and students must achieve a minimum of 50% in the final examination to pass the subject;

3. must attend at least 75% of classes throughout the session to PASS the subject. Attendance will be taken during each class through a formal roll. If an absence from a class is an excused absence, students will need to follow University Policy for documenting and reporting an absence;

4. must keep a full copy of all submitted assessment work in this subject until such times as final grades in this subject are released.

ASSESSMENT TASKS

Assignment 1 – (20%) (Change Journal)

Due Date Thursday 7 September 2006 (Week 8)
Length Maximum length 2000 words

Refer to an event in your work history involving change. This event should have been a significant one in terms of its impact on you. (For students without any work experience, refer to any significant change experience in your life history.)

- Summarise the issues that were involved and the context within which the change occurred.
- Explore the trajectory of your feelings and emotions.
- What coping strategies did you employ?
- How were your interactions with other people affected?
- Analyze the learning implications of this change cycle for you personally.

This is a Category 3, Individual Assignment (see definition below)

Assessment Criteria

The report will be assessed on the following criteria: adequately completing the specified tasks, understanding of the coping literature, integration of theories and concepts into the narrative, and quality of the analysis.

Graded assignments will be available to be collected from Dr Massingham no later than Thursday 14 September 2006.
Assignment 2 – (40%) Research Report

Due Date Thursday 12 October 2006 (Week 12)
Length Maximum length 3500 words

1. Based on the Case Study that will be provided (Navy Engineering Group), identify an organisational change requirement.
2. Describe and analyse the change situation. Use at least two different types of diagrams as well as prose.
3. Identify an appropriate form of intervention to help bring about change.

Students are expected to integrate into their assignment concepts and models covered in the subject.

This is a Category 3, Individual Assignment (see definition below)

Assessment Criteria
The report will be assessed on the following criteria: adequately completing the specified tasks, understanding of the change management literature, use of appropriate concepts and models, and quality of the analysis.

Graded assignments will be available to be collected from Dr Massingham no later than Friday 27 October 2006.

Final Examination – (40%)
The final exam format will be announced in the Week 13 lecture.

FURTHERMORE, REGARDLESS OF THE CUMULATIVE MARK THROUGHOUT THE SEMESTER, STUDENTS STILL MUST OBTAIN AT LEAST 45% ON THE FINAL EXAM TO PASS THE SUBJECT. STUDENTS WHO DO NOT ATTAIN THAT STANDARD, IRRESPECTIVE OF THEIR AGGREGATE MARK, WILL RECEIVE A NOMINAL FINAL MARK OF 40% FOR THE SUBJECT.

TO ACHIEVE A CLEAR PASS IN THE SUBJECT, STUDENTS MUST ATTAIN A FINAL AGGREGATE MARK OF 50% OR GREATER.

Note: The exam dates and times published in the University's Provisional Exam Timetable are subject to change. Students should therefore only rely on the exam details published in the University's Final Exam Timetable. Applications to sit early exams will only be considered by the Head of School if accompanied by a medical certificate or written advice from a counsellor.

Assessment Grades

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD</td>
<td>High Distinction</td>
<td>85-100%</td>
</tr>
<tr>
<td>D</td>
<td>Distinction</td>
<td>75-84%</td>
</tr>
<tr>
<td>C</td>
<td>Credit</td>
<td>65-74%</td>
</tr>
<tr>
<td>P</td>
<td>Pass</td>
<td>50-64%</td>
</tr>
<tr>
<td>F</td>
<td>Fail – Unsatisfactory completion</td>
<td>0-49%</td>
</tr>
</tbody>
</table>
**SUBMISSION OF ASSIGNMENTS**

Written assignments are to be submitted in class. Assignment cover sheets must be submitted with any work submitted and can be downloaded from the following website: http://www.uow.edu.au/commerce/pdf/assignmentcoversheet.pdf. Assignments must be handed to the class convenor so that a receipt can be issued. By prior arrangement with the subject coordinator, assignments may be posted on the due date. Posted items should be sent Next Day Express Delivery, which provides a receipt of postage. Students must keep the receipt stamped at the Post Office, and arrange to collect the assignment cover sheet receipt from the subject coordinator. Assignments can be collected from Rooms 40.137 or from School Administrative Staff.

**STUDY TIME ALLOCATION**

In accordance with Course Rule 003 (Interpretation 2(t)), the credit points gained through completion of this subject are six (6) and hence the subject requires that students devote about 12 hours a week to its study, including lecture and tutorial commitments.

**TEACHING MATERIAL**

**Required Text**

**Additional readings**

**Online Learning**
A WebCT site has been set up for this subject, which can be accessed through the following URL: http://www.uow.edu.au/LOL. Students must have a Unix account and a password to use this Online Learning resource.

**STUDENT COLLABORATION IN THE PREPARATION OF ASSIGNMENTS/CASE STUDIES**

Collaboration between students during the preparation of semester assignments or case studies is only permitted dependent upon the category of assignment declared by the subject coordinator and as printed in the Subject Outline.

**Category 1 – Take Home Exams:** No collaboration of any kind is permitted between students or anyone else during formulation and preparation of the contents of the student submission.

**Category 2 – Group Assignments:** Collaboration is permitted between students in the same group but not with students in other groups.

**Category 3 – Individual Assignments:** Collaboration is permitted between students only in the form of general discussion pertaining to relevant concepts or potential issues to be dealt with in completing the assignment. However, collaboration must not proceed to the point where it contributes directly to the final submission produced by the student. Joint planning of the actual contents of a student's submission is not permitted. Where the assignment requires formulation of a set of recommendations, a problem solution, or a specific course of action, collaboration is not permitted during their formulation. Needless to say, collaboration is not permitted during the actual preparation and writing of the student submission.
**Category 4 – Open Assignment:** Collaboration with other students is permitted, subject to the normal rules governing plagiarism. That is, direct use of ideas contributed by others must be acknowledged.

**Lecture Schedule**

<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Lecture Topics</th>
<th>Textbook Chapter</th>
</tr>
</thead>
</table>
| 1  | 20 July | **Introduction**  
**Module 1: The Forces for Change**  
*Case Study:* Clifford Chance (pages 58-67 of text) | Jick & Peiperl 1 |
| 2  | 27 July | **Module 2: Changing the Game**  
*Case Study:* Motorola (pages 101-112, and 121-127 of text) | Jick & Peiperl 2 |
| 3  | 3 August | **Conceptual Approaches to Change and Change Models**  
*Case Study:* Oticon – pages 347-354 of Burnes | Burnes 8,9&10 |
| 4  | 10 August | **Conceptual Approaches to Change and Change Models**  
*Case Study:* GK Printers Ltd – pages 383-395 of Burnes | Burnes 8,9&10 |
| 5  | 17 August | **Module 3: Implementing Change**  
*Case Study:* Peter Browning (pages 166-173 of text)  
*Case Study:* Marconi (pages 184-202 of text) | Jick & Peiperl 3 |
| 6  | 24 August | **Organisational Culture and Change**  
*Case Study:* KPMG Australia (Material to be provided) | Carnall 12  
Jones 7 |
| 7  | 31 August | **Reading Week – No lectures** | |
| 8  | 7 Sept. | **Personal reflections: Discussion of Change Journal Politics of Change**  
*Case Study:* Managing Across Cultures in a Big 4 Consulting Firm (Massingham, Management Case Study Journal, May, 2005) | Jones 14 |
| 9  | 14 Sept. | **Module 4: The Recipients of Change**  
*Case Study:* Mark Margolis (pages 337-338 of text)  
*Case Study:* Emilio Kornau (pages 339-340 of text) | Jick & Peiperl 4 |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Module/Case Study</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>21 Sept.</td>
<td>Module 5: Leading Change</td>
<td>Jick &amp; Peiperl 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Case Study: Dennis Hightower (pages 366–378 of text)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 Oct.</td>
<td>Mid-Session Recess – 25 September to 1 October 2006</td>
<td></td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Organisational Transformations</td>
<td>Carnall 2&amp;16 Jones 11</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>Summary and Review</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Study Recess – 1 week</td>
<td></td>
</tr>
</tbody>
</table>

This schedule may be subject to change.
SECTION C: Rules, Codes of Practice & Policies

C1 University Policies

Information on the following University Policies can be found at the websites below:

<table>
<thead>
<tr>
<th>Policy</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical objection by students to the use of animal &amp; animal products in coursework subjects</td>
<td><a href="http://www.uow.edu.au/about/policy/ethicalobjectionanimals.html">http://www.uow.edu.au/about/policy/ethicalobjectionanimals.html</a></td>
</tr>
<tr>
<td>Non Discriminatory Language – practice and presentation*</td>
<td><a href="http://staff.uow.edu.au/eed/nondiscrimlanguage.html">http://staff.uow.edu.au/eed/nondiscrimlanguage.html</a></td>
</tr>
</tbody>
</table>

* see brief explanation of policy below.

C1.1 Non-discriminatory Language

The Faculty of Commerce supports the University’s policy on the use of non-discriminatory language. It is the responsibility of students to ensure that they understand and abide by this policy. The policy is available at:

http://staff.uow.edu.au/eeo/nondiscrimlanguage.html
C1.2 Attendance Requirements

This is a six credit-point subject. You should note that each credit point has an implied minimum workload of two hours per week (this include class attendance).

C1.3 Performance Level

In line with University grading regulations, the grades of performance in this subject are as follows:

Grades of performance for 100, 200, 300 and 400 level subjects

The approved grades of performance and associated ranges of marks for 100, 200, 300 and 400 level subjects are as follows:

Satisfactory completion:

- High Distinction ......................... 85% to 100%
- Distinction ................................. 75% to 84%
- Credit ...................................... 65% to 74%
- Pass ......................................... 50% to 64%
- Pass Restricted (for 100 & 200 Level subjects only) or
- Pass Conceded

 Unsatisfactory completion:

- Fail ............................................ 0% to 44%

Grades of performance for 800 and 900 level subjects

The approved grades of performance and associated ranges of marks for 800 and 900 level subjects (except for research subjects) are as follows:

Satisfactory completion:

- High Distinction ......................... 85% to 100%
- Distinction ................................. 75% to 84%
- Credit ...................................... 65% to 74%
- Pass ......................................... 50% to 64%

 Unsatisfactory completion:

- Fail ............................................ 0% to 49%

To be eligible to pass this subject, students must achieve at least 45% on the final examination.

C1.4 Assignment Categories

Collaboration between students during the preparation of semester assignments or case studies is only permitted dependent upon the category of assignment declared by the subject coordinator and as printed in the Subject Outline.

Category 1 – Take Home Exams: No collaboration of any kind is permitted between students or anyone else during formation and preparation of the contents of the student submission.
Category 2 – Group Assignments: Collaboration is permitted between students in the same group but not with students in other groups.

Category 3 – Individual Assignments: Collaboration is permitted between students only in the form of general discussion pertaining to relevant concepts or potential issues to be dealt with in completing the assignment. However, collaboration must not proceed to the point where it contributes directly to the final submission produced by the student. Joint planning of the actual contents of a student's submission is not permitted. Where the assignment requires formulation of a set of recommendations, a problem solution, or a specific course of action, collaboration is not permitted during their formulation. Needless to say, collaboration is not permitted during the actual preparation and writing of the student submission.

Category 4 – Open Assignments: Collaboration with other students is permitted, subject to the normal rules governing plagiarism. That is, direct use of ideas contributed by others must be acknowledged.

C1.5 Scaling

It is the policy of the School of Management & Marketing that marks awarded for any assignment, any part of an assignment or examination during the semester may be subject to moderation or scaling at the end of the semester. Where moderation or scaling takes place, it will follow a detailed consideration of the student’s marks.

C1.6 Special Consideration Policy

The Faculty of Commerce recognises that it has a responsibility to ensure equity and consistency across its subjects for all students. Sometimes, in exceptional circumstances, students need to apply for special consideration in order to complete all assessable work.

The University applies strict criteria to the granting of special consideration. Before applying for special consideration students should carefully read the University’s policy. The policy can be found at:


C1.7 Student Academic Grievance Policy

The Faculty of Commerce aims to provide a fair, equitable and productive learning environment for all its students. The Student Academic Grievance Policy seeks to support the achievement of this goal by providing a transparent and consistent process for resolving student academic grievances.

Any student who has a grievance over a result should obtain a Faculty of Commerce Appeal of Assessment Form from the Schools or the Sub-Dean’s Unit. The student has TWENTY ONE (21) DAYS after the release of the examination results to complete this form. The student should firstly take the form to the marker/lecturer to discuss the matter and, if the student is still not satisfied, s/he should take the next step as outlined on the form.

Once the grievance has been considered by the Faculty, if the student still feels the situation has not been fully resolved s/he may consult the Dean of Students. However, the Dean of Students can have no input into the academic judgement of the lecturer and can only review the grievance to ensure proper procedure has been followed.
For more information, please consult the policy in full at

C1.8 Online Learning
A WebCT Vista site has been set up for this subject which can be accessed through the following URL: http://www.uow.edu.au/student/e-learning. Students must have a Unix account and a password to use this Online Learning resource. [Delete if not applicable]

C1.9 Submitting Assessment Work
Assessed work is a piece of work required to be done (not under examination conditions) as part of the subject and to be given a percentage mark, with the mark to count as part of the final mark for the subject.

Assessed work must be handed in by the date and time given. Assessed work handed in late may be penalised by the deduction of 10% of the mark received for the assignment per 24 hours of the weekday or part thereof. The operation of this rule will not result in a negative mark to be carried forward. This penalty for late submission may be waived upon presentation of a medical certificate of illness for a relevant period, or upon evidence of a serious and utterly exceptional crisis.

Assessed work not handed in on time must nevertheless be completed within fourteen (14) days to a satisfactory standard. Failure to complete ALL assessed work will result in FAILURE OF THE ENTIRE SUBJECT, other marks notwithstanding.

Students who enrol late in a subject, may be permitted to submit assessed work for the award of mark according to a schedule determined by the lecturer, clauses (a) and (b) notwithstanding.

All assessed work must represent ORIGINAL work and must not be submitted for more than one subject at the University.

If a student does not attend a mid-session examination, and also fails to produce satisfactory medical or other reasons for this, a deferred examination will NOT be offered, and the student may be deemed to have failed the subject, other marks notwithstanding.

There will be no re-submission of failed work and assignments.

Assessment tasks which are relevant to the final examination for the subject will be marked and available for collection prior to the study week before the final examination.

A Faculty of Commerce assignment cover sheet must be attached to each piece of written assessment. This cover sheet can be obtained from the website:


C1.10 Participation/Contribution to tutorials
Students can fail the subject unless they attend 75% of tutorials in the subject. Attendance will be formally recorded by the tutor/lecturer. This may be waived upon presentation of a medical certificate of illness for a relevant period, or upon evidence of a serious and utterly exceptional crisis.
C2   Faxing Assessment Work

Students may not e-mail or fax assignments unless specifically requested by or with the approval of the subject coordinator.

C2.1 Plagiarism

Plagiarism means using the ideas of someone else without giving them proper credit. For example, that someone else may be an author, critic, journalist, artist, composer, lecturer, tutor or another student. Unintentional plagiarism can result if you don’t understand and use the acceptable scholarly methods of acknowledgement. Whether plagiarism is deliberate or unintentional, the University may impose penalties, which can be very severe. When it is desirable, or necessary, to use other people’s material, take care to include appropriate references and attribution. **Plagiarism will not be tolerated and has led to expulsion from the University.**

Students should visit the following University website and become familiar with the University’s policy on Plagiarism.


C2.2 Referencing

Why do you need to reference?

At University it is necessary to acknowledge the sources of information and ideas that you have incorporated in your assignments. Failure to do this thoroughly may result in accusations of plagiarism: this is the academic equivalent of stealing (because by not acknowledging someone else’s work, you are presenting it as your own). Plagiarism is taken very seriously by the University and may result in expulsion from the University.

Referencing is not only about acknowledging other people’s work: accurate referencing and lists of references are beneficial when researching a topic as they allow the reader to follow up information and read further into the area. In a sense, references provide readers with clues to help them explore different avenues of a topic. This aspect of referencing will become more valuable to you as you progress in your studies.

There is a correct procedure that must be followed when referencing and using footnotes. Not complying with these set techniques and format will most likely result in loss of marks. When writing an essay it is easiest to reference as you go, making sure you are writing down all relevant information. This will save hours trying to find the source again in the library.

C2.3 The Harvard System of Referencing

The Faculty of Commerce uses the Harvard system of referencing. This system makes use of short references within the body of the text. It is supplemented by a detailed list of references at the end of the text, which provides all the information necessary to find the source material. In-text references include the author and year of publication, and where necessary the page number(s).

*It is the responsibility of students to ensure that they are familiar with the Harvard system of referencing and that they use it accurately in all written work submitted.*

Students should consult the following University Library website for a detailed explanation and examples of the Harvard system of referencing.

C2.4 Citation of Electronic Sources

It is necessary for students to reference all sources used in their written work, including file transfer protocol sites, worldwide web sites, telnet sites, synchronous communications (MOOs, MUDs, IRC, etc.) GOPHER sites, and email, Listserv and Newsgroup citations.

It is the responsibility of students to ensure that they are familiar with the accepted Faculty of Commerce practice for referencing electronic material and that they use it accurately in all written work submitted.

Students should consult the following University Library website for a detailed explanation and examples of how to reference electronic material.


C2.5 Support Services and Facilities

Learning Resource Centre

Learning Development offers a range of free services to all enrolled students who wish to improve their academic or English language skills. There are a range of workshops available including; essay writing and editing; reading for assignments; grammar; presentation skills; pronunciation and exam preparation.

For information on language and academic skills workshops, or to make appointments for consultations, please visit the Learning Resource Centre (LRC), Building 19, Ground Floor, Room G102, or Phone 02 4221 3977. For further information visit the website:


C2.6 Faculty Librarians

Each faculty has a Faculty Librarian who is available to help with research related enquiries. Research Help Desk staff are also available in the Library to assist with research needs.

The Faculty Librarians for Commerce can be contacted as follows:

email: lib_commerce@uow.edu.au
telephone: 42 213078

C2.7 Disability Liaison Officer

The Disability Liaison Officer (DLO) can provide advice on how particular disabilities affect university study and information on resources available at the University for assisting students with disabilities. Students commencing courses are advised to contact the Disability Liaison Officer prior to the beginning of their first session of study.

For further information on services offered, consult the Disability Services website or contact the office.

web address: http://www.uow.edu.au/student/services/ds/
telephone: 42 213445
fax: 42 215667
C2.8 Faculty Disability Advisers

Faculty Disability Advisers are academic staff who provide assistance and support to students with disabilities within their Faculty and act as an intermediary between the student and the Faculty's academic and general staff. They provide support, educational advice and referral to appropriate staff on issues related to teaching and learning within the Faculty and the University. Students are advised to communicate specific information about the ways in which their disability affects learning to the Faculty Disability Adviser as soon as possible after enrolment.

The Faculty of Commerce Disability Adviser is Mr. Ron Perrin. Mr Perrin can be contacted as follows:

Office location: Building 40, room 224  
email address: ron_perrin@uow.edu.au  
telephone: 42 214118

C2.9 Woolyungah Indigenous Centre

Woolyungah Indigenous Centre (WIC) provides academic and personal support for Aboriginal & Torres Strait Islander and other indigenous students. The Centre also runs an Indigenous Specific Orientation Program for students who gain entry to the University through the alternative admissions program.

For further information on services offered, consult the Aboriginal Education Centre website or contact the office.

Centre location: Building 30  
web address: http://www.uow.edu.au/aec/  
telephone: 42 213563  
fax: 42 214244