SCHOOL OF MANAGEMENT AND MARKETING

MGMT915
Management of Change

SUBJECT OUTLINE
Wollongong Campus
Spring 2007

Tuesday 17:30-20:30
Building 67  Room 302

COORDINATOR & LECTURER:  Mr Michael Jones

OFFICE:  19.1020

TELEPHONE:  (02) 4221 4706

EMAIL:  mjones@uow.edu.au

CONSULTATION HOURS:  Tuesday 15:30-17:30
                        Wednesday 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</th>
<th>Due:</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Assignment 1</td>
<td>Tuesday 11 September 17:30pm</td>
<td>20%</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>Tuesday 9 October 17:30pm</td>
<td>40%</td>
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<tr>
<td>Final Exam</td>
<td>Held during exam period (29 October - 9 November)</td>
<td>40%</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>100%</strong></td>
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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 Tuesday 11 September 2007 (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 Mr Jones no later than Tuesday 25 September 2007.
ASSIGNMENT 2 – (40%) RESEARCH REPORT

Due Date Tuesday 9 October 2007 (Week 11)
Length Maximum length 3500 words

1. Based on a Case Study that will be provided, 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 Mr Jones no later than Friday 26 October 2007.

FINAL EXAMINATION – (40%)

The final exam format will be announced in the Week 13 lecture.

REGARDLESS OF THE CUMULATIVE MARK THROUGHOUT THE SEMESTER, STUDENTS 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>
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<tr>
<th>Grade</th>
<th>Description</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>HD</td>
<td>High Distinction</td>
<td>85-100%</td>
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<tr>
<td>D</td>
<td>Distinction</td>
<td>75-84%</td>
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<tr>
<td>C</td>
<td>Credit</td>
<td>65-74%</td>
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<tr>
<td>P</td>
<td>Pass</td>
<td>50-64%</td>
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<tr>
<td>F</td>
<td>Fail – Unsatisfactory completion</td>
<td>0-49%</td>
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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(i)), 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/student/index.html. Students must have an 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>Week</th>
<th>Date</th>
<th>Lecture Topics</th>
<th>Textbook</th>
</tr>
</thead>
</table>
| 1    | 24 July | Introduction  
Module 1: The Forces for Change  
Case Study: Clifford Chance (pages 58-67 of text) | Jick & Peiperl 1 |
| 2    | 31 July | Module 2: Changing the Game  
Case Study: Motorola (pages 101-112, and 121-127 of text) | Jick & Peiperl 2 |
| 3    | 7 August| Conceptual Approaches to Change and Change Models  
Case Study: Oticon – pages 347-354 of Burnes | Burnes 8, 9&10 |
| 4    | 14 August| Conceptual Approaches to Change and Change Models  
Case Study: GK Printers Ltd – pages 383-395 of Burnes | Burnes 8, 9&10 |
| 5    | 21 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    | 28 August| Organisational Culture and Change  
Case Study: (To be advised) | Carnall 12  
Jones 7 |
| 7    | 4 Sept. | No lecture  
Reading week | |
| 8    | 11 Sept.| Personal reflections: Discussion of Change Journal  
Politics of Change  
Case Study: (To be advised) | Jones 14 |
| 9    | 18 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 |
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<tr>
<th>Week</th>
<th>Date</th>
<th>Module/Case Study</th>
<th>References</th>
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<tbody>
<tr>
<td>10</td>
<td>2 Oct.</td>
<td>Module 5: Leading Change</td>
<td>Jick &amp; Peiperl 5</td>
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<td>Case Study: Dennis Hightower (pages 366-378 of text)</td>
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<td>Case Study: Singapore Airlines (pages 459-473 of text)</td>
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<tr>
<td>12</td>
<td>16 Oct.</td>
<td>Organisational Transformations</td>
<td>Carnall 2&amp;16</td>
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<td>Case Study: (To be advised)</td>
<td>Jones 11</td>
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<tr>
<td>13</td>
<td>23 Oct.</td>
<td>Summary and Review</td>
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Study Recess – 1 week

Examination Period: 03 Nov to 16 Nov

This schedule may be subject to change.