Introduction

Welcome

Dear Students

Welcome to BUSS 3081, *Planning and Implementing Organisational Change*. I hope that you will enjoy the course and find it provides useful insights in your working lives and careers.

Change is an unavoidable aspect of human experience as individuals, within groups and certainly in the complex organisations of contemporary life. Despite considerable research and scholarship, the majority of change initiatives fail to successfully achieve their aims and goals. This is why courses like this one have been embedded into the business curriculum. The assumption is that with appropriate knowledge and critical insight, those preparing for positions of leadership and management will be well prepared on how best to facilitate successful change processes.The approach to the course is somewhat broad, maximising your exposure to concepts, theories, models and skills necessary for you to analyse and plan change in organisational settings. The assignments provide an opportunity for you to engage in a focused manner with certain topics within the study of change leadership and its implementation through personal research that builds on the classroom experience.

Although the course has been timetabled using the nomenclature of 'lecture' and 'workshop', please assume that the learning experience has been designed for high levels of interaction during class time, even when we meet in a large lecture theatre. Apart from the text book, you will also have access via the online course site to lecture notes and recordings, weekly readings, discussion forums and other resources to assist your progress.

I urge you to read your course outline carefully, especially with regard to the assessment expectations and due dates. Doing so will provide you with insights on the subject matter and will facilitate communication about your learning and how best I can assist you to achieve your goals. I would also advise accessing UniSA guidelines on Harvard Referencing and academic integrity. Understanding and applying referencing conventions as well as demonstrating academic integrity, directly influence the quality of your work and the grades you achieve.

I look forward to meeting and working with you.

Warm regards

Dr Kathryn Hill

Course Coordinator

Course Teaching Staff

Primary Coordinator: Dr Kathryn Hill

Location: School of Management

Email: Kathryn.Hill@unisa.edu.au

Staff Home Page: people.unisa.edu.au/Kathryn.Hill

* Please refer to your Course homepage for the most up to date list of course teaching staff.

School Contact Details

School of Management

Physical Address: Level 2, Room 32, Elton Mayo Building (EM)
North Terrace
City West
Adelaide 5000

Additional Contact Details

Student appointment availability: by appointment on specified days.

Please make an appointment by email at kathryn.hill@unisa.edu.au on either:

Thursday: 2:15 - 3:15pm

Friday   3:15 - 4:15pm

Course Overview

Prerequisite(s)

Individual Compulsory Courses

BUSS 2043 Foundations of Human Resource Management

Prerequisite Comments
Course listed above plus successful completion of 49.5 units.

Corequisite(s)

There are no corequisite courses to be completed in conjunction with this course.

Course Aim

The aim of this course is to develop students' understanding of organisational change as a purposeful effort in sustaining and improving organisational performance, in the context of the dynamic competitive environment in which organisations operate. It highlights the importance of understanding human reactions to change, and the need to re-align behaviours, as key concepts to leading and implementing organisational change.

Course Objectives

On completion of this course, students should be able to:

CO1. Critically examine the strategic imperatives of implementing organisational change

CO2. Develop a change framework that encompasses multiple theories of implementing change

CO3. Critically explore the role of human resource development in implementing organisational renewal and change

CO4. Critically assess the relationship between culture and organisational change

CO5. Identify and evaluate the major tasks associated with leading change

Upon completion of this course, students will have achieved the following combination of Graduate Qualities and Course Objectives:

	Graduate Qualities being assessed through the course						
	GQ1	GQ2	GQ3	GQ4	GQ5	GQ6	GQ7
CO1	•	•				•	
CO2	•		•			•	
CO3	•		•		•	•	
CO4	•		•		•		
CO5	•	•	•				

Graduate Qualities

A graduate of UniSA:

GQ1. operates effectively with and upon a body of knowledge of sufficient depth to begin professional practice

GQ2. is prepared for life-long learning in pursuit of personal development and excellence in professional practice

GQ3. is an effective problem solver, capable of applying logical, critical, and creative thinking to a range of problems

GQ4. can work both autonomously and collaboratively as a professional

GQ5. is committed to ethical action and social responsibility as a professional and citizen

GQ6. communicates effectively in professional practice and as a member of the community

GQ7. demonstrates international perspectives as a professional and as a citizen

Course Content

Theories of organisational change; applying change theories to practice; responses to change, including resistance to change; change models; the influence of organisational culture; professional development and change; change leadership; and communicating change.

Teaching and Learning Arrangements

Workshop	1 hour x 10 weeks
Lecture	2 hours x 10 weeks
Preparatory	1 x 1 week

Unit Value

4.5 units

Learning Resources

Textbook(s)

You will need continual access to the following text(s) to complete this course. Where possible the Library will make the book available for student use. Please check the Library catalogue before purchasing the book(s). The Library will always seek to purchase resources that allow an unlimited number of concurrent users, however availability is dependent on license arrangements with book publishers and platforms. http://www.library.unisa.edu.au

Senior, B & Swailes, S (2016). *Organizational Change* (5th edn). Pearson.

Materials to be accessed online

learnonline course site

All course related materials can be accessed through your learn**online** course site which you will be able to access from the my Courses section in myUniSA.

myUniSA

All study related materials can be accessed through: https://my.unisa.edu.au

Assessment

Assessment Details

Details of assessment submission and return are listed under each assessment task. Assessment tasks will be returned to you within two to three weeks of submission.

Cover sheets

A cover sheet is not required for assessment tasks submitted via learnonline, as the system automatically generates one.

If the Course Coordinator allows submissions in hard copy format, you will be required to attach an Assignment Cover Sheet which is available on the learnonline student help (https://lo.unisa.edu.au/mod/book/view.php?id=1843&chapterid=567) and in myUniSA.

Assessment Summary

#	Form of assessment	Length	Duration	Weighting	Due date (Adelaide Time)	Submit via	Objectives being assessed
1	Essay	2250 words	N/A	50%	16 Sep 2019, 11:55 PM	learnonline	CO1, CO3, CO4
2	Project	2250 words	N/A	50%	4 Nov 2019, 11:55 PM	learnonline	CO2, CO5

Feedback proformas

The feedback proforma is available on your course site.

Assessments

Essay (Graded)

The essay is divided into two equal parts; both are submitted in one document. The two tasks may be used as sub headings in the body of your essay.

Part A (about 1250 words)

Read the article 'Strategic Change at Nokia' on pg. 27 of the course text book by Senior and Swailes (2016).

Write a brief account of how different elements of the competitive environment influence the situation at Nokia.

Part B (1000 words in total)

Using multiple cause diagrams, picture the interacting causes that bring pressure for change either where you work or in an organisation with which you are familiar. Explain the two main causes using this diagram as a basis for the discussion.

Further Requirements:

When you submit your assignment, please save the document using your name with the surname in capitals followed by your first name. For example, HILL, Kathryn. Each page of your assignment must include a footer with your name and student ID number. The Feedback form for the essay (Assignment 1) must be uploaded as a separate document, also with your surname and first name as previously indicated.

The following statement needs to be read, cut and pasted onto the first page of your assignment:

I have downloaded, read and understood UniSA materials online about the UniSA Harvard referencing and academic integrity. I understand that this means that I cannot at a later date suggest that I was ignorant of referencing and academic integrity expectations associated with this assignment. I understand that it is the duty of the marker to refer any concerns to the Academic Integrity Officer for further investigation.

Include a minimum of 10 to a maximum of 15 peer reviewed references (or references from a reputable publisher), in your reference list and all referencing must conform to UniSA Harvard referencing conventions. The set text by Senior and Swailes is a primary source and should be cited in both the discussion and in your references. References should be current, that is, published in 2003 or later. Do not use blogs or web sites as references.

The essay should be 2250 words excluding the reference list. The essay can be 10% under the word limit, ie 2025 words, but not exceed 2250. The marker will not read beyond 2250 words.

Project (Graded)

The project requires you to analyse a change process that has been implemented in a group or organisational setting with which you are familiar. The organisation can be one where you have volunteered or a sporting club, for example. It may be a place of work or it can be an institution where you have studied.

The project should be 2250 words excluding the reference list. The essay may be 10% under (2025 words) but must not exceed the word limit. Marking will stop at 2250 words.
The criteria and feedback form provide details on how you will be assessed and are useful for planning to maximise your performance as you develop your project.
Please be mindful of your rights and responsibilities in submitting your assignment.
The Coordinator will forward any work that appears to suggest plagiarism to the Academic Integrity Officer for evaluation.

When you submit your assignment, please save the document using your name with the surname in capitals followed by your first name. For example, HILL Kathryn.
Each page of your assignment must include a footer with your name and student ID number.

The following statement needs to be read and included on the first page of your assignment.

I have downloaded, read and understood UniSA materials online about the UniSA Harvard referencing and academic integrity. I understand that this means that I cannot at a later date suggest that I was ignorant of referencing and academic integrity expectations associated with this assignment. I understand that it is the duty of the marker to refer any concerns to the Academic Integrity Officer for further investigation.

Please use the following headings to structure your project:

Executive Summary
The executive summary is a paragraph, rather like an abstract. It should be of no more than *150 words* and summarise the main points of the project in terms of the setting, your analysis, conclusion and recommendations. The executive summary is designed to provide the key points raised in your project for anyone who is not able to read the entire document.

Introduction
Describe the nature of the organisation (eg; retail, hospitality, yoga club, university) you have chosen and your role within it. You may include details of size, the number of employees, roles within the organisation pertinent to your project (eg; manager, administrator, finance officer, HR manager, sales staff, for example).

Analysis of the change process
This section should draw upon the literature (books, journal articles) to inform your discussion of the following aspects of the change process. You will need to provide in-text references to publications relevant to your analysis of the change process. Analysis is important as well as description. You should refer to the following issues, but do not use them as sub-headings. They are simply examples of the kinds of points you should address.

Explain what change was suggested and the problem it appeared to address.
How was the change communicated?
Who provided leadership or championed the change?
Identify any models of change from theory that the change process appeared to resemble.
Analyse the responses to the change. Who resisted it, supported it, for example? Why do you think they did so?
You may also reflect upon your own reactions and responses to the change.
Explain any training that took place and evaluate its effectiveness.

Conclusion & Recommendations
Summarise the key observations raised in the analysis section very briefly and evaluate the success of the change process. Recommend how the process might have been improved and base those recommendations on what you have read in the literature, using in-text references.

References
List all references found in the body of your project in accordance with UniSA Harvard guidelines. The list should be organised alphabetically. There is no need to separate books and journals.
In order to discuss this topic in full, a minimum of 10 to a maximum of 15 academic references in your assignment must be used as sources for the discussion. The inclusion of good quality sources such as peer reviewed journal articles or texts on the subject of change is expected. Quality resources are essential for a quality assignment. The set text of Senior and Swailes is a quality source and should be included as one of your references. No blogs or commercial web site commentary please.

Submission and return of assessment tasks

See above under Assessment details.

Exam Arrangements

This course does not have an exam.

Variations to exam arrangements

Variation to exam arrangements does not apply to this course.

Supplementary Assessment

Supplementary assessment or examination offers students an opportunity to gain a supplementary pass (SP) and is available to all students under the following conditions unless supplementary assessment or examination has not been approved for the course:

1. if the student has achieved a final grade between 45-49 per cent (F1) in a course
2. if a student who has successfully completed all of the courses within their program, with the exception of two courses in which they were enrolled in their final study period, a supplementary assessment or examination may be granted where the final grade in either or both of these courses, is less than 45 percent (F1 or F2) and all assessments in the courses were attempted by the student. Supplementary assessment will not be available for a course under investigation for academic integrity until the investigation is completed, and determined that it did not constitute academic misconduct.

More information about supplementary assessment is available in section 7.5 of the Assessment Policy and Procedures Manual.
http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/

Important information about all assessment

All students must adhere to the University of South Australia's policies about assessment: http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/.

Additional assessment requirements

There are no additional assessment requirements identified for this course.

Students with disabilities or medical conditions

Students with disabilities or medical conditions or students who are carers of a person with a disability may be entitled to a variation or modification to standard assessment arrangements. See Section 7 of the Assessment Policy and Procedures Manual (APPM) at: http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/

Students who require variations or modifications to standard assessment arrangements should make contact with their Course Coordinator as early as possible in order to ensure that appropriate supports can be implemented or arranged in a timely manner.

Students can register for an Access Plan with UniSA Access & Inclusion Service. It is important to make contact early to ensure that appropriate support can be implemented or arranged in a timely manner. See the Disability Hub for more information: http://www.unisa.edu.au/Disability/Current-students

Students are advised there is a deadline to finalise Access Plan arrangements for examinations. Further information is available at: http://i.unisa.edu.au/campus-central/Exams_R/Before-the-Exam/Alternative-exam-arrangements/

Deferred Assessment or Examination

Deferred assessment or examination is not available for this course. APPM 7.6.4

Special Consideration

Special consideration is not available for this course. APPM 7.7.4

Variations to assessment tasks

Variation to assessment methods, tasks and timelines may be provided in:

Unexpected or exceptional circumstances, for example bereavement, unexpected illness (details of unexpected or exceptional circumstances for which variation may be considered are discussed in clauses 7.8 - 7.10 of the Assessment Policy and Procedures Manual). Variation to assessment in unexpected or exceptional circumstances should be discussed with your course coordinator as soon as possible.

Special circumstances, for example religious observance grounds, or community services (details of special circumstances for which variation can be considered are discussed in clause 7.11 of the Assessment Policy and Procedures Manual). Variations to assessment in expected circumstances must be requested within the first two weeks of the course (or equivalent for accelerated or intensive teaching).

Students with disabilities or medical conditions please refer to **Students with disabilities or medical conditions**.

Marking process

Assignments will be checked or moderated to ensure consistent marking standards. Marks and grades in this course may be altered as a result of moderation. When the marks of a whole group of papers are adjusted, this is called scaling. Scaling can happen at any stage in the assessment process before the final grade in a course is published.

Academic Integrity

Academic integrity is the foundation of university life and is fundamental to the reputation of UniSA and its staff and students. Academic integrity means a commitment by all staff and students to act with honesty, trustworthiness, fairness, respect and responsibility in all academic work.

An important part of practising integrity in academic work is showing respect for other people's ideas, and being honest about how they have contributed to your work. This means taking care not to represent the work of others as your own. Using another person's work without proper acknowledgement is considered Academic Misconduct, and the University takes this very seriously.

The University of South Australia expects students to demonstrate the highest standards of academic integrity so that its degrees are earned honestly and are trusted and valued by its students and their employers. To ensure this happens, the University has policies and procedures in place to promote academic integrity and manage academic misconduct. For example, work submitted electronically by students for assessment will be examined for copied and un-referenced text using the text comparison software Turnitin http://www.turnitin.com.

More information about academic integrity and what constitutes academic misconduct can be found in Section 9 of the Assessment Policies and Procedures Manual (APPM): http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/. The Academic Integrity Module explains in more detail how students can work with integrity at the University: https://lo.unisa.edu.au/mod/book/view.php?id=252142

Further Assessment Information

Attendance at workshops
Students are expected to attend at least 8 workshops during the study period. While attendance is not assessed, you should email your tutor if you are unable to attend.

Extensions and late penalties
Extension requests will only be considered before the due date and in the case of illness and with the support of a medical certificate. Requests must be submitted through the 'Course essentials' block on the course site. Assignments submitted after the due date and without an authorised extension will receive a penalty of 10% a day deducted from the total available mark for the assignment for up to 7 calendar days. After 7 calendar days the assignment will no longer be accepted.

Passing this course
A passing grade is achieved with an aggregate total of 50% for the assignments and examination. A pass in each assessment component is not required. Please refer also to information on Supplementary Assessment.

Resubmission, remarking and negotiation of assessment
Resubmission is by Course Coordinator invitation only. Please refer to the relevant Assessment and Assessment Policy and Procedures Manual for information on remarking and negotiation of assessment

Action from previous evaluations

Changes have been made to the weekly topics, alignment with the textbook and workshop activities. Your feedback both during and at the end of the course will be welcomed as part of a process of continual improvement.

Course Calendar

Study Period 5 - 2019

	Weeks	Topic	Assessment Details (Adelaide Time)	Public Holidays
	05 - 11 August	Pre-teaching		
1	12 - 18 August	Organisations and their changing environments		
2	19 - 25 August	The nature of organisational change		
3	26 August - 1 September	Organisational design, structure and change		
4	02 - 8 September	Organisational culture and change		
5	09 - 15 September	Power, politics and change		
6	16 - 22 September	Leadership styles and leading change	Essay due 16 Sep 2019, 11:55 PM	
	23 - 29 September	Mid-break		
	30 September - 6 October	Mid-break		
7	07 - 13 October	Hard systems models of change		Labour Day 07 Oct 2019
8	14 - 20 October	Soft systems models for change		
9	21 - 27 October	Future directions and challenges		
10	28 October - 3 November	Review and reflect		
	04 - 10 November	Swot-vac	Project due 04 Nov 2019, 11:55 PM	
	11 - 17 November	Exam week		