



Introduction

Welcome

Welcome to the course Managing Change.

Change is an integral part of the evolution of society; and of consequence, the various organisations operating in society. The key issue concerning change in recent decades has been the perceived rapid rate of change that forces organisations to be more agile in adapting to and proactively adopting change. The focus is beyond mere survival. For organisations to thrive and sustain success, new and innovative ways of thinking, behaving and doing are imperative.

This course introduces you to the concept of change; the implication of change on organisations, the organisation's strategy, structure, leadership, culture, and its people. The issues surrounding change are neither simple nor linear. More often it is complex and messy; with no simple quick fixes. This course will encourage you to look at various perspectives to managing change and guide you to develop a change plan aligned to the specific contexts and conditions of your organisation.

You are encouraged to take control of your own learning in order to develop new skills that will enable you to deal with, initiate and manage change in your personal life as well as your organisational careers. I look forward to working with you throughout this course. Please post any questions on matters relating to the course on the discussion forums on the course learnonline site.

Dr Saras Sastrowardoyo
Course Coordinator & Lecturer

Course Teaching Staff

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

School Contact Details

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Course Overview

Prerequisite(s)

There are no prerequisite courses to be completed before this course can be undertaken.

Corequisite(s)

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

Course Aim

The course enables students to understand the integral link between organisational change and organisational sustainability. It equips students with a working knowledge of the organisational change literature, an understanding of organisational politics and the processes involved in managing change. It develops the skills to construct a change plan for future action, and the ability to modify the plan if and when necessary. The course covers several local and international models of organisational change and their application through the case study method.

Course Objectives

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

CO1. Explain the pervasive nature of change and how people and organisations respond differently to change.

CO2. Discuss and evaluate the various approaches and models of managing organisational change. Explain the processes and principles associated with each approach.

CO3. Critically analyse leadership issues in managing resistance to organisational change

CO4. Initiate, plan, manage and evaluate change in organisations

CO5. Demonstrate Business School Enterprise Skills: i) Problem Solving (intermediate level); and ii) Teamwork (intermediate level)

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

Images of managing change, diagnosis for change, models of change, skills in managing organisational change, local and international case studies, planning for change, resistance to change, strategies for communicating change, implementing change, consolidating change.

Teaching and Learning Arrangements

Seminar	3 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>

Palmer, I, Dunford, R & Buchanan, DA (2017). *Managing Organizational Change: A Multiple Perspective Approach* (3 edn). McGraw Hill Irwin.

Reference(s)

The following are recommended for your references. Notwithstanding that, students are encouraged to cast widely and use references from the extensive resources accessible through the UniSA library.

Dunphy, D, Griffiths, S & Benn, S 2007, *Organizational change for corporate sustainability: a guide for leaders and change agents of the future*, Routledge, New York.

Jick, TD and Peiperl, MA 2003, *Managing Change: Cases and Concepts*, 2nd ed. McGraw-Hill/Irwin, New York.

Spector, B 2010, *Implementing Organizational Change: Theory into practice*, 2nd ed., Pearson, New Jersey.

Waddell, D, Cummings, T and Worley 2007, *Organisation Development and Change*, 2nd ed, Thomson, Australia.

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.

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	Critical analysis	3300words	N/A	55%	13 Apr 2019, 11:00 PM	learnonline	CO1, CO2, CO3, CO5
2	Group project	3000 words	N/A	45%	25 May 2019, 11:00 PM	learnonline	CO2, CO3, CO4, CO5

Feedback proformas

The feedback proforma is available on your course site.

Assessments

Critical analysis (Graded)

Assignment 1 – Critical Analysis

In this first assignment, with respect to organisational change, you will critically examine an organisation with which you are directly involved on a day-to-day basis. This might be one in which you are employed or one in which you have a direct stake.

This assignment aims to develop students' appreciation of their capacity as an individual, in introducing change to their respective organisation. Thus, in this assignment, you will consider an organisation which you currently have or previously have had personal involvement. In the context of your understanding of the status quo, consider what change [if any], you might propose to improve an aspect of the organisation over which you are **directly involved**. You are to approach this assignment from the view of what YOU personally would do to introduce and implement the proposal (NOT what you think others should do).

Your essay, appropriately structured with introduction and conclusion sandwiching the main body of discussions, should include:

- * a brief account of the current situation and your critical assessment of the status quo,
- * identification of a proposed change from your position in the area over which you have influence or authority,
- * your motivation and/or rationale and justification for the change;
- * critical discussion of the change plan you will put into place; and the process that you would follow to implement the change;
- * identification of the challenges/obstacles you anticipate in transitioning to the new changed state and how you might overcome them.

This is both a practical business-oriented, as well as an academic assignment. Your assignment should be written in essay form; drawing from the change management literature to frame your discussions. (Minimum 15 different references are required from the Change literature; at least 7 of which must be from articles in the course e-Readings provided in this course). The referencing style to be used is the UniSA Harvard style. A Reference list must be included after the Conclusion. The word count incorporates everything from the first word of the Introduction to the final word in the Conclusion. The word count should NOT be exceeded.

Your report should be formatted in 1.5 line spacing with 12pt font either in Calibri, Arial or New Times Roman.

Assessment criteria:

The assignment will be assessed on the following criteria:

- * adherence to the assessment instructions and relevance in addressing the assessment requirements; (10%)
- * demonstrates ability to identify the organisational problem issue and apply process of analysis and synthesis to emerge a plausible change solution: (20%)
- * demonstrates appropriate application of the knowledge, concepts and tools of organisational change; (20%)
- * identifies critical issues for the change process; including appreciation of the multiple stakeholders affected; (20%)
- * demonstrates reflective and critical thinking in presenting a logical structure and flow for the case for workplace change; (10%)
- * thorough referencing (Harvard author-date system, thoroughly and correctly used, in-text and as listed), using a minimum of 15 different references included from the Change literature; at least 7 of which must be from articles in your course e-Readings; (10%)
- * observes protocols of professional presentation (spelling, grammar, and layout) and adherence to word limit. (10%)

Group project (Graded)**Assignment 2 – Group Project**

One of the characteristics of the modern workplace is the increasing complexity and scale of the problems that need to be addressed. In such context, problem-issues can rarely be addressed by single individuals with their single perspective. The collaborative efforts of team members bringing differing expertise, skills and perspectives are critical to emerging a realistic and viable solution for the organisation. In this assignment, you will work with others to provide an external perspective to a change in an organisation in which you are **not** personally involved.

Your team will act as an external change consultant to an organisation. Unlike your first assignment, the organisation you select must **not** be one where any of the group members have direct association.

Team formation and activities:

For this assignment you will form into teams of 3 to 5 members. To reflect the diversity in knowledge, skills and perspectives critical to problem-solving complex change issues, the composition of the team should be considered accordingly. Please post on the learnonline general discussion page, the members of your team by no later than the end of week 4. If you have not formed your team by week 4 the remaining students will be formed into teams by the lecturer. No further adjustment of the team membership will be allowed after week 4.

By the end of Week 5 you should post to the General Discussion Forum the organisation your team has selected; and a list of the names of the members of your team.

Please note that the degree of active participation in and contribution to the team effort will be allocated marks for this assessment. This will be evidenced by each member's engagement and documented Minutes of all team meetings; including discussions and decisions made in those meetings; submitted together with your final report.

To give you every chance of excelling in this assignment, early formation of, and engagement in the team is highly recommended to enable sufficient development of the team to achieve high performance.

For this assignment you will take on the role of an external change consultant to an organisation you select whose information is publicly available on the internet.

As a team, your task will be to:

1. conduct web-based research on the organisation and its context environment;
2. collect relevant background information of the organisation and the environment in which it operates which identifies the current organisational status.
3. identify and discuss the forces for change relevant and applicable to the organisation;
4. critically consider the key problem issue pertaining to the organisation that suggests the need for change;
5. identify an appropriate post-change situation that is desired (that is, identify the key change you are proposing);
6. suggest likely problems that may be encountered in achieving that goal; and consider how you might manage those;
7. bring together your findings into a concise and cohesive whole;
8. make recommendations on how to implement the change in relation to relevant organisational change theories.

Team project submission:

The team assessment submission should comprise a report and a set of power point slides.

Your report should be professionally written addressed to the Board of Directors, but should also observe the requirements of academic writing. It should adopt the following structure and include:

- * Cover letter (Addressed to the Chair of the Board)

- * Title page

- * Executive summary

- * Table of contents

- * Introduction

- * Body of the report (using appropriate headings and subheadings; this should comprise approx. 70%, of your report; fully referenced). This should be the major portion of your report, and should include discussion of and reference to the information gathered; analysis, presentation of the argument and interpretation pertaining to the collected information

- * Conclusion (drawn from your analysis and discussions)

- * Recommendations (that emerge from your conclusions)

- * Reference List

- * Appendices (if relevant and as appropriate)

The report should be thoroughly and correctly referenced using the UniSA Harvard referencing system.

(Minimum 20 different references are required from the Change literature; at least 10 of which must be from articles in the course e-Readings provided in this course). The referencing style to be used is the UniSA Harvard style. You should include a reference list that shows all sources cited in your assignment – a bibliography is NOT required.

The word count limit (3000 words and should **not** be exceeded) incorporates everything from the first word of the Introduction to the final word in the Recommendations at the end of the report. Format your report using line 1.5 spacing and a font size of 12pt (Calibri, Arial or Times New Roman).

Please ensure that your report is presented in a way that is professional and readable for both your course lecturer and industry managers.

To complement the report, a set of power point slides that you hypothetically might use, if you had opportunity to present to the Board should also be submitted (maximum 10 power point slides; using the minimum font of 25 in Calibri or Arial). The power point set should summarise the key points presented in the report.

Only one member of the team should submit the report and power point slides (with all group members' name identified) via learnonline.

Assessment criteria:

The assignment will be assessed on the following criteria:

- * The structure and content – all parts included (as indicated in this assessment information); and relevance in addressing the assessment requirements. (10%)

- * Clear focus of the strategic issues and/or ramifications relevant to the change. (10%)

- * Clearly identifies key change issue and the options for managing change are clearly presented; (10%)

- * Shows evidence of wide research in relation to both the change issue and the organisation. (10%)

- * The analysis and arguments presented are supported by relevant theory. (10%)

- * The recommendations are relevant and logically linked to analysis and conclusions. (10%)

- * Professionally presented report and ppt presentation (Layout, grammar, spelling, overall style, clarity and relevance) and observes the word limit. (10%)

- * Thorough referencing (Harvard author-date system, thoroughly and correctly used in-text and as listed), a minimum 20 different references should be included from the relevant Change literature; at least 10 of which must be from articles in your course e-Readings. (10%)

- * The degree of individual contribution to the team effort; as evidenced from documents submitted together with the report and powerpoints. (20%)

Submission and return of assessment tasks

Assessment tasks will be returned to you within two to three weeks of submission or the due date; whichever is the later.

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

Grading or Assessment Standards

The following criteria will be used to assess your grade in the first two items of assessment. This is the basis upon which marking for Assignment 1 and Assignment 2 will be conducted.

Marking Criteria and Standards for all Assessment:

Grade Description

Less than 40% **F2** Unsatisfactory performance on the majority of learning outcomes
Paper fails to meet any of the requirements. Key concepts are not adequately identified, explained, or discussed and paper indicates little understanding of the issues. There is little or no attempt at analysis.

40-49% **F1** Unsatisfactory performance on a number of learning outcomes, OR failure to meet specified assessment requirements.

Paper too descriptive and fails to demonstrate the ability to understand the key concepts and issues. Analysis is minimal and little evidence of argument, but mainly restating or paraphrasing other authors' viewpoints. Little evidence of independent thought and/or overuse or inappropriate use of quotations.

50-54% **P2** Satisfactory performance on the majority of learning outcomes.

Descriptive response. Little or no discussion or analysis. Little critical comment. Little or no comparison of references. Structure weak. Topic just covered. Incomplete or incorrect referencing.

55-64% **P1** Satisfactory performance on all learning outcomes, OR high performance on some learning outcomes which compensates for unsatisfactory performance on others, resulting in overall satisfactory performance.

Question/topic answered adequately. Clear structure. Arguments supported by references. References compared as applicable. Referencing complete and correct. .

65-74% **C** High performance on all learning outcomes, OR excellent performance on the majority of the learning outcomes.

Question/topic answered clearly, adequately, concisely and comprehensively. Well structured throughout. Good use of pertinent and numerous references from a variety of sources. Quality of argument focused and superior to P1 level. All ideas linked and critically examined. Arguments drawn to a conclusion.

75-84% **D** Excellent performance on all learning outcomes.

As for Credit with full analysis of question/topic. Excellent use of references supporting clearly stated

arguments. Strengths and weaknesses of source information concisely and comprehensively discussed. Excellent understanding of topic. Arguments drawn into excellent conclusion. A pleasure to read.

85-100% **HD** Outstanding performance on all learning outcomes

As for Distinction, with exceptional analysis, use of references and arguments. Extremely well written.

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

All requests for extensions must be submitted through the learnonline extension request system no less than 48 hours before the due date. The assessment paper may be required to be submitted to show the progress they have achieved up to the time the extension request is made.

Extensions will only be approved strictly in accordance with UniSA policy on extensions. Work or other course study commitments are **not** accepted as reasons for extensions.

Please note that assignments submitted after the due date, 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.

Resubmissions are not allowed in this course.

Drafts of assignments cannot be submitted to the Lecturers or Course Coordinator. However, any student is entitled to discuss their planning and progress for assignments with the teaching staff.

Action from previous evaluations

The online Course Evaluation Instrument (CEI) and Student Evaluation of Teaching (SET) will be available on the course Learnonline site from week 8.

Course Calendar

Study Period 2 - 2019

	Weeks	Topic	Assessment Details (Adelaide Time)
	25 February - 3 March	Study Preparation Week	
1	04 - 10 March	TOPIC 1: Understanding change: perceiving and sensing change	
2	11 - 17 March	TOPIC 2: Reasons for Organisational Change	
3	18 - 24 March	TOPIC 3: Diagnosing the need for Change	
4	25 - 31 March	TOPIC 4: Types of organisational change: Connecting to vision to mission	
5	01 - 7 April	TOPIC 5: Change and Communications	
6	08 - 14 April	TOPIC 6: The human response to change: logical, emotional and political dimensions	Critical analysis due 13 Apr 2019, 11:00 PM
	15 - 21 April	Mid-break	
	22 - 28 April	Mid-break	
7	29 April - 5 May	TOPIC 7: Organisational Development approach to managing organisational change	
8	06 - 12 May	TOPIC 8: Change management approach to managing Organisational Change	
9	13 - 19 May	TOPIC 9: Sustaining Change in Organisations	
10	20 - 26 May	TOPIC 10: The Effective Change Manager	Group project due 25 May 2019, 11:00 PM