

Course Outline 2012
HRMGMT 704 MANAGING CHANGE IN ORGANISATIONS
(20 POINTS)

Quarter 2 (1124)

Course Prescription

Conceptual, theoretical and practical perspectives on change management, examining the change agent role and issues associated with change management in the contemporary context. Individual, group and organizational strategies for change and the role of HRM in the effective management of change.

Programme and Course Advice

Prerequisite: HRMGMT 702 and 707, or BUSADMIN 761 and EDPROFST 738.

Goals of the Course

Course participants will develop critical appreciation of theories and practices in the management of change and apply this understanding to their professional roles as change leaders and to planning organisational change. Participants will explore conceptual, theoretical and practical perspectives on change management, review their experiences of organisational change processes, and identify, plan, practice and reflect on key changes for their work as a change leader.

Learning Outcomes

By the end of this course it is expected that the student will have had opportunity to:

1. develop critical appreciation of theories and practices in the management of change and apply this understanding to participants' professional roles as change leaders and to planning organisational change;
2. explore conceptual, theoretical and practical perspectives on change management;
3. review their experiences of organisational change processes; and
4. identify, plan, practice and reflect on key changes for their work as a change leader.

Content Outline

Week 1: Introduction
Week 2: Understanding change
Week 3: Levels of change
Week 4: Leadership and the role of the change agent/practitioner
Week 5: Managing resistance and organisational culture
Week 6: The process of organisational change
Week 7: Organisational development and change
Week 8: Organisation transformation and change
Week 9: Change in a chaotic and unpredictable environment
Week 10: Future directions: Change in a global setting

Learning and Teaching

The learning process for this course requires active inquiry and participation from everyone in the class. We will learn by reading, researching, dialogue, practical exercises, and reflecting on experiences. In addition to attending classes, students should be prepared to carry out the required readings and prepare the assignments.

Each chapter of the course textbook contains review questions for you to consider as we may draw upon these in class discussion. You also need be ready to engage with the critical thinking questions relating to each of the applications in the textbook.

Teaching Staff

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Learning Resources

The required textbook for this course is:

Waddell, D.M., Cummings, T.G. & Worley, C.G. (2011) Organisational Change: Development and Transformation (Asia Pacific 4th Ed.). South Melbourne, Vic: Cengage Learning Australia.

In addition you will need to purchase, or otherwise access, the book that you are assigned for Assessment Two. This is discussed in further in the comprehensive Course Outline which will be made available to students prior to the class starting.

Additional readings and copies of lecture slides will be on CECIL.

Assessment

In-class participation	20%
Class presentation	20%
Reflective essay	20%
Report diagnosing and planning an organisational change	40%

Total: 100%

The broad relationship between these assessments and the course learning outcomes is as follows:

Learning Outcome	In-class participation	Class presentation	Reflective essay	Report diagnosing
1	X	X		X
2	X	X	X	X
3	X		X	X
4	X			X