



## UNSW Course Outline

# ZBUS8203 Change Management - 2024

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## General Course Information

Course Code : ZBUS8203

Year : 2024

Term : Semester 2

Teaching Period : Z2

Is a multi-term course? : No

Faculty : UNSW Canberra

Academic Unit : UC School of Business

Delivery Mode : Online

Delivery Format : Standard

Delivery Location : UNSW Canberra at ADFA

Campus : UNSW Canberra

Study Level : Postgraduate

Units of Credit : 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

The course introduces students to a broad range of current change literature including the problems and key issues relating to managing change in organisations. Key topics include metaphors for understanding change, theories of planned change, the role of the change agent,

diagnosis, responses to change, the process of planned change, interventions (techno-structural, strategic, cross-cultural), managing and leading change, current issues and challenges.

## Course Aims

The course introduces students to the historical and current change literatures and theories, covering the core problems in managing change within organisations. Key topics include exploring metaphors for understanding change, theories of planned change, the role of the change agent, diagnosis, responses to change, the process of planned change, and interventions such as techno-structural, strategic, and cross-cultural approaches. Emphasis is placed on managing and leading change effectively, especially in addressing resistance. Throughout, students develop a critical understanding of diverse theories and practices of change management and appreciate the complexities and challenges inherent in planning and managing organisational change. They also become familiar with the nature of innovation and how to implement it in the context of change management.

## Course Learning Outcomes

Course Learning Outcomes
CL01 : Understand critically a range of theories and practices of change management
CL02 : Demonstrate the applicability of organisational change practices in different circumstances
CL03 : Appreciate the complexities and challenges inherent in planning and managing organisational change
CL04 : Be familiar with the nature of innovation and how to implement it in the context of change management

Course Learning Outcomes	Assessment Item
CL01 : Understand critically a range of theories and practices of change management	<ul style="list-style-type: none"><li>• Short Essay</li><li>• Oral Presentation</li><li>• Case Analysis</li></ul>
CL02 : Demonstrate the applicability of organisational change practices in different circumstances	<ul style="list-style-type: none"><li>• Oral Presentation</li><li>• Case Analysis</li></ul>
CL03 : Appreciate the complexities and challenges inherent in planning and managing organisational change	<ul style="list-style-type: none"><li>• Oral Presentation</li><li>• Case Analysis</li></ul>
CL04 : Be familiar with the nature of innovation and how to implement it in the context of change management	<ul style="list-style-type: none"><li>• Short Essay</li><li>• Oral Presentation</li><li>• Case Analysis</li></ul>

# Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

## Learning and Teaching in this course

Postgraduate students come to this course with first-hand experience of organisational life and of organisational change. This course challenges and extends their own experiential knowledge through reading and thinking about the mainstream research literature on organisational change and development and by applying what they have learned to develop viable, research-based and well-justified solutions to real-world cases and problems. A combination of reading, recorded lectures, and live on-line collaborate sessions foster engagement and critical thinking regarding change.

This course utilises Class Collaborate, a virtual classroom system accessible via Moodle. There are multiple Class Collaborate sessions scheduled this semester. Students are strongly encouraged to attend the sessions. The sessions will be recorded and made available on Moodle for later review.

### Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

## Other Professional Outcomes

### Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

#### 1: Business knowledge

Students will make informed and effective selection and application of knowledge in a discipline or profession, in the contexts of local and/or global business.

#### 2: Problem solving

Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous analysis and critical thinking.

#### 3: Business communication

N/A

#### 4: Teamwork

N/A

#### 5: Responsible business practice

Students will develop and be committed to responsible business thinking and approaches, which are underpinned by ethical professional practice and sustainability considerations.

#### 6: Global and cultural competence

Students will be aware of business systems in the wider world and actively committed to recognise and respect the cultural norms, beliefs and values of others, and will apply this knowledge to interact, communicate and work effectively in diverse environments.

#### 7: Leadership development

Students will develop the capacity to take initiative, encourage forward thinking and bring about innovation, while effectively influencing others to achieve desired results.

#### Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

## Assessments

### Assessment Structure

Assessment Item	Weight	Relevant Dates
Short Essay Assessment Format: Individual Short Extension: Yes (7 days)	30%	Start Date: Not Applicable Due Date: 15/08/2024 05:00 PM Post Date: 29/08/2024 12:00 PM
Oral Presentation Assessment Format: Individual Short Extension: Yes (7 days)	30%	Start Date: Not Applicable Due Date: 20/09/2024 05:00 PM Post Date: 04/10/2024 12:00 PM
Case Analysis Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 25/10/2024 05:00 PM Post Date: 28/11/2024 03:00 PM

# Assessment Details

## Short Essay

### Assessment Overview

Short essay critically analysing a change management theory.

### Course Learning Outcomes

- CL01 : Understand critically a range of theories and practices of change management
- CL04 : Be familiar with the nature of innovation and how to implement it in the context of change management

### Detailed Assessment Description

For this assignment, students will select one theory related to change management and critically analyse it. Please see the course Moodle site after 1 July 2024 for more information.

### **Permitted use of AI tools: DRAFTING ASSISTANCE**

As this assessment task involves some planning or creative processes, you are permitted to use software to generate initial drafts (or ideas, structures, etc.). However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the software should not be a part of your final submission. It is a good idea to keep copies of your initial drafts to show your lecturer if there is any uncertainty about the originality of your work.

Please note that your submission will be passed through an AI-text detection tool. If your marker has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

### Assessment Length

1500 words

### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **Oral Presentation**

### Assessment Overview

Critically reading the literature presentation on a single journal article.

### Course Learning Outcomes

- CL01 : Understand critically a range of theories and practices of change management
- CL02 : Demonstrate the applicability of organisational change practices in different circumstances
- CL03 : Appreciate the complexities and challenges inherent in planning and managing organisational change
- CL04 : Be familiar with the nature of innovation and how to implement it in the context of change management

### Detailed Assessment Description

Students will select a single, recent (since 2010) journal article on change management from a top tier journal and undertake a short oral PowerPoint presentation critical analysis of it. Please see the course Moodle site after 1 July 2024 for more information.

### **Permitted use of AI tools: DRAFTING ASSISTANCE**

As this assessment task involves some planning or creative processes, you are permitted to use software to generate initial drafts (or ideas, structures, etc.). However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the software should not be a part of your final submission. It is a good idea to keep copies of your initial drafts to show your lecturer if there is any uncertainty about the originality of your work.

Please note that your submission will be passed through an AI-text detection tool. If your marker has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

**Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI**

tools were used.

### Assessment Length

10 minutes

## **Case Analysis**

### Assessment Overview

Long essay analysing a change management case study using appropriate theories of change.

### Course Learning Outcomes

- CL01 : Understand critically a range of theories and practices of change management
- CL02 : Demonstrate the applicability of organisational change practices in different circumstances
- CL03 : Appreciate the complexities and challenges inherent in planning and managing organisational change
- CL04 : Be familiar with the nature of innovation and how to implement it in the context of change management

### Detailed Assessment Description

Select a change management case and analyse this drawing on relevant change management literature and theories. Please see the course Moodle site after 1 July 2024 for more information.

### **Permitted use of AI tools: DRAFTING ASSISTANCE**

As this assessment task involves some planning or creative processes, you are permitted to use software to generate initial drafts (or ideas, structures, etc.). However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the software should not be a part of your final submission. It is a good idea to keep copies of your initial drafts to show your lecturer if there is any uncertainty about the originality of your work.

Please note that your submission will be passed through an AI-text detection tool. If your marker has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

**Please refer to the General Assessment Information section below for information on the**

requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

#### Assessment Length

2500 words

#### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## General Assessment Information

### Referencing

APA 7th. is required for all tasks.

### Ethical and Responsible Use of Artificial Intelligence at UNSW

At UNSW, students must use artificial intelligence ethically and responsibly.

This includes:

- Adhering to course/assessment guidelines regarding use of AI tools;
- Acknowledging AI-generated content in your assessments, following UNSW guidance on [Referencing and acknowledging the use of artificial intelligence tools](#). In the School of Business, students are required to include a **cover sheet/declaration** for all assessments (see the Assessments Hub on the Course Moodle site). If you do not submit a completed cover sheet/declaration with your assessment, you will be emailed to request resubmission of your assessment with the required cover sheet/declaration (noting your assessment will not be graded until the cover sheet is included);
- Not including your own or others' personal or private information in prompts;
- Verifying and critiquing all AI generated material; and
- Avoiding using AI tools to translate your writing.

Please refer to [Ethical and Responsible Use of Artificial Intelligence at UNSW](#) for further information.

### Short Extensions (School of Business, Postgraduate)

An automatic Short Extension (without documentation) of **seven calendar days** may be available for some assessment tasks in this course. Please check assessment instructions and further guidance on the course Moodle site.

You can apply by accessing the Short Extension Student Portal on the [Special Consideration login page](#).



Applications for Short Extensions MUST be submitted before the assessment due date. Late applications are not permitted. If you do not apply on time, you will have to submit a Special Consideration application with the appropriate supporting documentation, within 3 working days of the assessment due date.

Only one Short Extension can be granted for any given assessment. All subsequent extension requests must be submitted as a Special Consideration application.

For assessment tasks where a Short Extension is not available, students needing an extension (of any duration) must apply via the Special Consideration process.

### **Special Consideration**

Applications for Special Consideration should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

**More information on Short Extensions and Special Consideration:** <https://www.student.unsw.edu.au/special-consideration>.

### **Late Submission of Assessment**

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessment tasks where a penalty applies,
- capped at five days (120 hours) from the assessment submission deadline. In case of approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the original or extended deadline, a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet assessment task submission and completion deadlines, and to apply for extensions as early as possible before the assessment task deadline.

### Grading Basis

Standard

### Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

## Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 15 July - 19 July	Topic	Introducing change management
Week 2 : 22 July - 26 July	Topic	Conceptualising change through models
Week 3 : 29 July - 2 August	Topic	Identifying the change: Why change?
Week 4 : 5 August - 9 August	Topic	What kind of change?
Week 5 : 12 August - 16 August	Topic	Identifying the change: Images of change
Week 6 : 19 August - 23 August	Topic	Preparing the change: Creating a vision
Week 7 : 9 September - 13 September	Topic	Preparing the change: Dealing with resistance
Week 8 : 16 September - 20 September	Topic	Planning the change: Communicating change
Week 9 : 23 September - 27 September	Topic	Planning the change: Rewarding and incentivising change
Week 10 : 30 September - 4 October	Topic	Planning the change: Change and innovation
Week 11 : 7 October - 11 October	Topic	Implementing the change: Change management techniques
Week 12 : 14 October - 18 October	Topic	Implementing the change: Managing and leading change
Week 13 : 21 October - 25 October	Topic	Sustaining the change: Making change stick.

## Attendance Requirements

Not Applicable - as no class attendance is required

## General Schedule Information

Please see the course Moodle site for more information.

## Course Resources

### Prescribed Resources

There are no compulsory textbooks for this course. All required course readings will be made available on the course Moodle site.

# Recommended Resources

Recommended reading/s will be made available on the course Moodle site.

# Course Evaluation and Development

The Course Convenor welcomes feedback based on the topics, materials and assessment activities used in this course. Constructive feedback will be used to improve future courses.

Student evaluation of this course will be conducted at the end of the Semester in the form of myExperience evaluations. Continuous feedback is also sought via a Suggestion Box and message boards on the course Moodle site. Previous evaluations, as well as comments made by students throughout previous courses have been considered and where appropriate, incorporated into course design.

- In light of previous cohort feedback, we will undertake more critically reading the literature sessions to further improve student skills at reading complex research articles.
- In light of the changing education landscape from the advent of GenAI, I have removed forum engagement as an assessment item and instead added a video presentation.

**Important note:** Students are reminded that any feedback provided should be constructive and professional and that they are bound by the [UNSW Code of Conduct and Values](#).

# Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	A/Prof James Connor		Building 27, Room 313, School of Business, UNSW Canberra	+61 2 5114 5677	By appointment	Yes	Yes

# Other Useful Information

## School Contact Information

School of Business

Email: [Business@adfa.edu.au](mailto:Business@adfa.edu.au)