



UNSW Course Outline

MGMT5904 Managing Organisational Change - 2024

Published on the 12 May 2024

General Course Information

Course Code : MGMT5904

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This course examines the role of change in the management of organisations. It explores the nature and processes of organisational change. It focuses on technological, administrative, and process innovation as well as on contemporary techniques and procedures used to understand,

initiate, plan, and implement change.

Course Aims

The aim of this course is to introduce you to the subject of organisational change/ organisational transformation, in modern business contexts. In an effort to determine what has changed about change, we will examine the macro-level antecedents of this volatility in change (e.g., continuing globalisation, increasing convergence between industries, continuous innovation, revolutionary and disruptive technologies), and their impact on organisational life. The consequences of these forces will be examined on three levels: organisational, group, and individual. Emphasis will be placed on both the organisational behaviour processes and the human resource management practices that will need to be transformed in order to support ongoing change processes. We will explore the major theoretical and empirical contributions to the field and their implications for practitioners and use case studies to develop analysis and problem solving skills. This course focuses on the topics of organisational change, innovation and transformation. The broad domain of organisational change falls within the larger context of organisation studies and organisational behaviour/organisational psychology. While previous study in organisational behaviour is not a prerequisite for this course, students may find it beneficial. In addition to being an elective course within the Master of Commerce (8404) Program, MGMT5904 can be utilised as one of the four (4) *Disciplinary Specialisation Courses* for the MCom HRM specialisation as well as the MCom Organisation and Management Studies specialisation.

Relationship to Other Courses

The aim of this course is to introduce you to the subject of organisational change / organisational transformation, in modern business contexts. In an effort to determine what has changed about change, we will examine the macro-level antecedents of this volatility in change (e.g., continuing globalisation, increasing convergence between industries, megatrends, continuous innovation, and disruptive technologies), and their impact on organisational life. The consequences of these forces will be examined on three levels: organisational, group, and individual. Emphasis will be placed on both the organisational behaviour processes and the human resource management practices that will need to be transformed in order to support ongoing change processes. We will explore the major theoretical and empirical contributions to the field and their implications for practitioners and use case studies to develop analysis and problem solving skills. This course focuses on the topics of organisational change, innovation and transformation. The broad domain of organisational change falls within the larger context of organisation studies and organisational behaviour/organisational psychology. While previous study in organisational behaviour is not a prerequisite for this course, students may find it

beneficial. In addition to being an elective course within the Master of Commerce (8404) Program, MGMT5904 can be utilised as one of the Disciplinary Specialisation Courses for the MCom HRM specialisation.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe the nature of innovation and change in organisations	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL03 : Business Communication • PL04 : Teamwork
CLO2 : Describe the key processes and components in managing change in an organisational context	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice
CLO3 : Critically review, analyse, evaluate, and apply organisational change research, theories, strategies, and methodologies	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving • PL03 : Business Communication • PL04 : Teamwork
CLO4 : Demonstrate improved teamwork and communication skills	<ul style="list-style-type: none"> • PL03 : Business Communication • PL04 : Teamwork

Course Learning Outcomes	Assessment Item
CLO1 : Describe the nature of innovation and change in organisations	<ul style="list-style-type: none"> • Take home exam • Individual Critical Review • Participation • Change Analysis
CLO2 : Describe the key processes and components in managing change in an organisational context	<ul style="list-style-type: none"> • Take home exam • Individual Critical Review • Participation • Change Analysis
CLO3 : Critically review, analyse, evaluate, and apply organisational change research, theories, strategies, and methodologies	<ul style="list-style-type: none"> • Take home exam • Individual Critical Review • Participation • Change Analysis
CLO4 : Demonstrate improved teamwork and communication skills	<ul style="list-style-type: none"> • Take home exam • Individual Critical Review • Participation • Change Analysis

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

MGMT5904 will be delivered in live on-campus delivery mode in T2, meaning both lectures and workshops will be delivered in synchronous (live) mode.

A. The Lecture will be live on Monday nights - with a theory focus. but time for some activity, reflection and Q&A, and

B. The Workshops (tutorials) will also be live Monday or Tuesday - with an application focus. This will involve discussion & activity, both by students and the tutor. Your tutor will structure, facilitate, mediate and steer this discussion through the workshop.

It is recognised that learning is a complex and holistic process, and that individuals differ in their learning activities (i.e. their orientation toward learning, expectations of learning outcomes, nature of learning styles, preferences in assessment types and tasks, among others). Learning and teaching in this course are therefore based on several pillars; interactive course delivery, and discussion of key academic texts, critical reflection, and a focus on appropriate application of knowledge in form of case studies and project work.

Students will be encouraged to build on existing knowledge, competencies, understandings, and practical experiences in order to improve and develop academic and professional skills. The course explicitly seeks to:

- Extend and supplement knowledge and concepts introduced in the foundational level of degree programs
- Build new competencies and knowledge by introducing new material in the specific topic areas
- Develop scholarly skills by critically assessing academic literature
- Develop professional skills in the practical application of conceptual knowledge

Other Professional Outcomes

You will also develop your Facilitation and Collaboration skills as part of the classroom work and group assessment drafting processes

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Take home exam Assessment Format: Individual	20%	Due Date: During Exam Period
Individual Critical Review Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 28/06/2024 04:00 PM
Participation Assessment Format: Individual	20%	Start Date: Participation grading starts in Week 2 Due Date: Not Applicable
Change Analysis Assessment Format: Group	30%	Start Date: Not Applicable Due Date: 26/07/2024 04:00 PM

Assessment Details

Take home exam

Assessment Overview

The Exam is designed to test course knowledge and ensure a rich and comprehensive understanding of the theory of the course, via a set of critical thinking questions.

Course Learning Outcomes

- CL01 : Describe the nature of innovation and change in organisations
- CL02 : Describe the key processes and components in managing change in an organisational context
- CL03 : Critically review, analyse, evaluate, and apply organisational change research, theories, strategies, and methodologies
- CL04 : Demonstrate improved teamwork and communication skills

Detailed Assessment Description

The Exam Brief will be provided closer to the exam date

Assessment Length

N/A

Submission notes

Exam period

Assessment information

The Final Exam will be in take-home mode, available over 8 hours.

It will be partly based on an exam case provided one week prior to the exam date, plus short answer questions

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Individual Critical Review

Assessment Overview

The Individual Critical Review is designed to help students to use the case method in order to better contextualise theory to a specific application setting.

Course Learning Outcomes

- CL01 : Describe the nature of innovation and change in organisations
- CL02 : Describe the key processes and components in managing change in an organisational context
- CL03 : Critically review, analyse, evaluate, and apply organisational change research, theories, strategies, and methodologies
- CL04 : Demonstrate improved teamwork and communication skills

Detailed Assessment Description

An Assessment Brief will be provided in Week 2 of the course

Assessment Length

1500 words

Submission notes

Word or pdf document

Assessment information

This Assessment will be a case analysis

Assignment submission Turnitin type

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

Participation

Assessment Overview

Participation is designed to allow students to share, discuss, challenge and support each other in the classroom.

Course Learning Outcomes

- CL01 : Describe the nature of innovation and change in organisations
- CL02 : Describe the key processes and components in managing change in an organisational context
- CL03 : Critically review, analyse, evaluate, and apply organisational change research, theories, strategies, and methodologies
- CL04 : Demonstrate improved teamwork and communication skills

Detailed Assessment Description

The Assessment 3 Brief will be provided in Week 1 of Term

Assessment Length

N/A

Submission notes

N/A

Assessment information

Nil

Assignment submission Turnitin type

Not Applicable

Change Analysis

Assessment Overview

The Change Analysis helps students to link the theory to their own world and change challenges.

Course Learning Outcomes

- CL01 : Describe the nature of innovation and change in organisations
- CL02 : Describe the key processes and components in managing change in an organisational context
- CL03 : Critically review, analyse, evaluate, and apply organisational change research, theories, strategies, and methodologies
- CL04 : Demonstrate improved teamwork and communication skills

Detailed Assessment Description

This Assessment requires students to consider a personal or professional change opportunity

This will be done in Groups (to be formed by Week 3)

Further details will be provided in Moodle

Assessment Length

1500 words

Assessment information

An Assessment 4 Brief will be provided in Week 5

Assignment submission Turnitin type

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

General Assessment Information

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Grading Basis

Standard

Requirements to pass course

In order to pass this course students must:

- Achieve a composite mark of at least 50 out of 100
- Engage actively in course learning activities and attempt all assessment requirements
- Meet any additional requirements specified in the assessment details
- Meet the specified attendance requirements of the course

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Lecture	An Introduction to the Course and an Overview of Organisational Change
	Workshop	Learning about ourselves and changes along our own learning journey Weekly Workshop Participation
Week 2 : 3 June - 9 June	Lecture	Recognising the Need for Change - Sensing & Scoping
	Workshop	Case Study, Readings & the Need for Change Reading Facilitation Weekly Workshop Participation
Week 3 : 10 June - 16 June	Lecture	Change Management & Leadership This week's lecture will be run fully asynchronously (ie pre-recorded) given that this Monday is a public holiday in Australia.
	Workshop	People, Organisations, and Leading Change This week's workshops (including Wednesday) will also be run fully asynchronously in Week 3 (ie via discussion forums) given the Monday holiday in W3. Weekly Workshop Participation via asynchronous discussion forums.
Week 4 : 17 June - 23 June	Lecture	Diagnosis and Prescription Weekly Participation
	Workshop	Diagnosing & Solving Wicked Problems Reading Facilitation Weekly Workshop Participation

Week 5 : 24 June - 30 June	Lecture	<p>People & Readiness</p> <p>Individual Critical Review due Friday of Week 5 at 4pm via Turnitin</p> <p>Workshop Participation</p>
	Workshop	<p>Case Study, on issues of Readiness Reading Facilitation</p> <p>Weekly Workshop Participation</p>
Week 6 : 1 July - 7 July	Lecture	No Lecture - Break Week
	Workshop	No Workshop - Break Week
Week 7 : 8 July - 14 July	Lecture	Change Systems and Processes
	Workshop	<p>Case Study on Systems Thinking Reading Facilitation</p> <p>Weekly Workshop Participation</p>
Week 8 : 15 July - 21 July	Lecture	<p>Research & Analysis</p> <p>Individual Change Analysis due Wednesday Week 8 at 5pm via Turnitin</p>
	Workshop	<p>Research Skills Solving Wicked Problems 2 Reading Facilitation</p> <p>Weekly Workshop Participation</p>
Week 9 : 22 July - 28 July	Lecture	Planning and Implementing
	Workshop	<p>Keeping Change Initiatives on Track Reading Facilitation</p> <p>Assesment 4 due Friday of Week 9 by 4pm Weekly Workshop Participation</p>
Week 10 : 29 July - 4 August	Lecture	Sustaining Change into the Future

	Workshop	Wrapping the Course and Thinking about the Future Reading Facilitation Weekly Workshop Participation
Week 11 : 5 August - 11 August	Lecture	An Introduction to the Course and an Overview of Organisational Change
	Workshop	Learning about ourselves and changes along our own learning journey Weekly Workshop Participation

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Each Week contains a content-heavy lecture followed by an application-heavy workshop on the same weekly theme

Course Resources

Prescribed Resources

The following text is available to purchase or via our moodle site along with set readings for each week. Please refer to the class Moodle site.

Set text

Hayes J. The Theory and Practice of Change Management. 6th Edition.

There are also weekly readings to help inform our understanding of change via both recent research and business articles.

Course Evaluation and Development

From previous feedback each assessment has been refined to provide more clarity and better reflect learning aims, and cases updated to reflect relevant and recent change context

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	James Anderson		UNSW Business School	0466336961	before and after class	No	Yes
Facilitator	John Doyle		UNSW Business School			No	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used

for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.