



UNSW

UNSW Course Outline

MGMT2001 Managing Innovation and Organisational Change - 2024

Published on the 28 Jan 2024

General Course Information

Course Code : MGMT2001

Year : 2024

Term : Term 1

Teaching Period : T1

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 : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This course examines the role of innovation in the management of organisations. It explores, in more detail, the role of creativity and 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. The course is shaped by concerns over the need to combine consistent structures for predictable and efficient operations and personnel employment with flexibility and timely adaptability to respond to the environment. It adopts a critical perspective and uses a multi-disciplinary framework drawing on several areas as they contribute to the theory and practice of innovation and change.

Course Aims

The main aim is to foster understanding and competencies required for the design of organisations as well as for the management of innovation and change in organisations. The course brings together theory, contemporary empirical and conceptual research, and a solid understanding of organizational practice with the specific objectives as outlined below. It encourages independent learning and reflection on academic and professional work.

Relationship to Other Courses

As one of the core courses of Innovation, Strategy, and Entrepreneurship (ISE) major, this course aims to learn and apply the theories, frameworks, and models used to describe the challenges of managing innovation and change. This course can be a stepping-stone to MGMT3001 and a complimentary topic of COMM1040 or MGMT2010.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : apply the theories, frameworks and models used to describe the challenges of managing innovation and change	<ul style="list-style-type: none">• PLO1 : Business Knowledge
CLO2 : understand how change has impacted, been considered and been managed in a range of organisational settings	<ul style="list-style-type: none">• PLO1 : Business Knowledge
CLO3 : apply critical thinking skills to better understand the complexity of change challenges	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving
CLO4 : apply frameworks to help structure and problem-solve a range of change-related challenges, both personally and organisationally	<ul style="list-style-type: none">• PLO2 : Problem Solving
CLO5 : Consider and respond to change challenges via a range of communication methods, including classroom discussions, case presentations, and reflective, analytical and/or academic writing	<ul style="list-style-type: none">• PLO3 : Business Communication• PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : apply the theories, frameworks and models used to describe the challenges of managing innovation and change	<ul style="list-style-type: none"> • Report • Reading Review • Quiz • Participation
CLO2 : understand how change has impacted, been considered and been managed in a range of organisational settings	<ul style="list-style-type: none"> • Report • Quiz • Participation
CLO3 : apply critical thinking skills to better understand the complexity of change challenges	<ul style="list-style-type: none"> • Report • Quiz • Participation
CLO4 : apply frameworks to help structure and problem-solve a range of change-related challenges, both personally and organisationally	<ul style="list-style-type: none"> • Reading Review • Report
CLO5 : Consider and respond to change challenges via a range of communication methods, including classroom discussions, case presentations, and reflective, analytical and/or academic writing	<ul style="list-style-type: none"> • Reading Review • Participation • Report

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

Learning and teaching in this course will be based upon the principles of rigor and relevance. Rigor describes the validity of the content of this course and 'relevance' refers to learning experiences that are either directly applicable to the personal aspirations or interests of students or that are connected in some way to real-world issues. Implementing organisational innovation and change is more than common sense. The frameworks, theories and facts taught in this course are researched by psychologists, sociologists, anthropologists, and also those with a business background. Utilising this rigorous research evidence for selecting and implementing the most appropriate structures, processes, and people in organisations provides both organisations and employees with a critical competitive advantage and also ensures that employee well-being is maintained.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Report Assessment Format: Individual	25%	
Reading Review Assessment Format: Individual	20%	
Quiz Assessment Format: Individual	35%	Start Date: 01/05/2024 07:00 AM Due Date: 03/05/2024 11:59 PM
Participation Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: Not Applicable

Assessment Details

Report

Assessment Overview

This project is designed to facilitate students' exploration of an aspect of implementing organisational change in a case study provided.

Assesses: PLO1, PLO2 and PLO7

my BCom point: PLO7

Course Learning Outcomes

- CLO1 : apply the theories, frameworks and models used to describe the challenges of managing innovation and change
- CLO2 : understand how change has impacted, been considered and been managed in a range of organisational settings
- CLO3 : apply critical thinking skills to better understand the complexity of change challenges
- CLO4 : apply frameworks to help structure and problem-solve a range of change-related challenges, both personally and organisationally
- CLO5 : Consider and respond to change challenges via a range of communication methods, including classroom discussions, case presentations, and reflective, analytical and/or academic writing

Detailed Assessment Description

Individual assignment: Report

2,000 words +/- 10%.

Due: 4 pm Friday 19 April via Moodle (A standard penalty of 5% per day late will be applied)

Assessment information

Short extensions are not available for all assessments in this course. Requests for extensions for all assessments must be applied through UNSW's special consideration unit (<https://www.student.unsw.edu.au/special-consideration>).

Assignment submission Turnitin type

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

Reading Review

Assessment Overview

Write an individual essay describing experience with change and apply the change frameworks discussed in the readings.

Assesses: PLO1, PLO2 and PLO3

my BCom point: PLO3

Course Learning Outcomes

- CLO1 : apply the theories, frameworks and models used to describe the challenges of managing innovation and change
- CLO4 : apply frameworks to help structure and problem-solve a range of change-related challenges, both personally and organisationally
- CLO5 : Consider and respond to change challenges via a range of communication methods, including classroom discussions, case presentations, and reflective, analytical and/or academic writing

Detailed Assessment Description

Individual assignment: Essay

1,500 words +/- 10%.

Due: 4 pm Friday 8 March (A standard penalty of 5% per day late will be applied)

Assessment information

Short extensions are not available for all assessments in this course. Requests for extensions for all assessments must be applied through UNSW's special consideration unit (<https://www.student.unsw.edu.au/special-consideration>).

Assignment submission Turnitin type

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

reports.

Quiz

Assessment Overview

The exam questions are designed to holistically test students' understanding of the topics covered in lectures and tutorials.

Assesses: PLO1 and PLO2

my BCom point: PLO2

Course Learning Outcomes

- CLO1 : apply the theories, frameworks and models used to describe the challenges of managing innovation and change
- CLO2 : understand how change has impacted, been considered and been managed in a range of organisational settings
- CLO3 : apply critical thinking skills to better understand the complexity of change challenges

Detailed Assessment Description

Online MCQ (Multiple choice questions)

Assessment information

Short extensions are not available for all assessments in this course. Requests for extensions for all assessments must be applied through UNSW's special consideration unit (<https://www.student.unsw.edu.au/special-consideration>).

Participation

Assessment Overview

A presentation outlining innovation and changes issues, and how it is related to course content.

Assesses: PLO1, PLO2 and PLO3

Course Learning Outcomes

- CLO1 : apply the theories, frameworks and models used to describe the challenges of managing innovation and change
- CLO2 : understand how change has impacted, been considered and been managed in a range of organisational settings
- CLO3 : apply critical thinking skills to better understand the complexity of change challenges
- CLO5 : Consider and respond to change challenges via a range of communication methods, including classroom discussions, case presentations, and reflective, analytical and/or academic writing

Detailed Assessment Description

1. Class participation and engagement

A. Participation in peer discussion (5%): week 1-10 (ongoing)

B. Discussant (15%): one week from weeks 2, 3, 4, 7, 8 or 9

Assessment information

Short extensions are not available for all assessments in this course. Requests for extensions for all assessments must be applied through UNSW's special consideration unit (<https://www.student.unsw.edu.au/special-consideration>).

Assignment submission Turnitin type

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

General Assessment Information

Grading Basis

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Topic	Introduction and change agent - What's in the course? - What change?
Week 2 : 19 February - 25 February	Topic	Change process: sensing, scoping, and diagnosis - Interviewing as qualitative research
Week 3 : 26 February - 3 March	Topic	Assessing and building readiness - Beyond change management
Week 4 : 4 March - 10 March	Topic	Change solutions Change leadership - Power of change agent Reading review due: 4 pm Friday 8 March via Moodle
Week 5 : 11 March - 17 March	Topic	Organizational structure - Simulation activity
Week 6 : 18 March - 24 March	Topic	Flexibility week
Week 7 : 25 March - 31 March	Topic	Strategy and strategic change - Executing strategic change Note: The Friday tutorial in week 7 (Good Friday) will not be held, but will be replaced with an asynchronous online learning activity. All other tutorials that week will be on as usual.
Week 8 : 1 April - 7 April	Topic	Industry life cycle Types of innovation
Week 9 : 8 April - 14 April	Topic	Managing strategic change Organisational adaptation and change - Organisational design
Week 10 : 15 April - 21 April	Topic	Disruptive innovation case Summary and Q&A Report due: 4 pm Friday 19 April via Moodle

Attendance Requirements

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

Course Resources

Prescribed Resources

The website for our course is on moodle. All readings, cases, copies of the lecture slides, and tutorial plans will be posted on moodle.

Course Evaluation and Development

Each term feedback is sought from students and other stakeholders about the course both through My Experience and informal processes. Continual improvements are made based on this feedback. This course has developed over many years using student feedback on content, assessments, and delivery.

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.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Jimi Kim					No	Yes

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.