HRM 317
Management of Change and Learning

Semester 1, 2009

Department of Business
Year and Semester: Semester 1, 2009

Unit convenor: Deborah Howlett

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

This is an advanced unit examining contemporary change management theory and the various contexts in which it may be applied. A prescriptive focus however is not the essence of the unit. Rather a descriptive and interpretive approach is used to highlight the differences between theories for change and in what contexts these may be more appropriate. Several contexts are relevant such as power, learning, culture and strategy. Organisational archetypes are examined in some detail and students will be able to explore why various industries display different structure patterns. Change processes will be examined in light of these. Students will gain insight into the link between organisational learning and change, given that learning occurs at the level of the individual, the group and the organisation. From an innovation perspective, students will determine how cultural embedding and learning methodologies both foster and restrict strategic renewal. From a strategy perspective, the unit explores the link between strategy and change. Students will be able to recognise what competency types are useful to firms and link them to learning methodologies. The link between HR and change is emphasised throughout.

TEACHING STAFF

Lecturer: Debbie Howlett Email: dhowlett@efs.mq.edu.au
Phone: 9850 8468 (leave message) – email preferable

CLASSES

The format for the sessions will be a weekly three hour seminar
The timetable for classes can be found on the University website at: http://www.timetables.mq.edu.au
CONSULTATION

Tuesdays 12.00pm -1.00pm and  2.00pm – 3.00pm at level 6, Bldg E4A. After seminar or otherwise via arrangement. Please contact the Lecturer via email to organize such.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text:

Recommended Texts:

Note: Students are expected to have read daily newspapers and magazines prior to seminar each week, especially ie. The Australian; The Sydney Morning Herald, BRW, Time; etc. There will be at the beginning of each seminar a session (facilitated by the lecturer) discussing the human resource /change oriented news of the week. The expectation is that all students will be contributing via discussion of such events

UNIT WEB PAGE

The web page for this unit can be accessed via the “login” button on http://learn.mq.edu.au

LEARNING OBJECTIVES AND OUTCOMES

At the completion of this subject students should demonstrate their ability to:
1. Identify between different types of change and why ongoing change is important
2. Recognise and outline specific contexts that influence change attempts such as organizational learning, power, culture and strategy
3. Match various theoretical solutions to actual change practices through diagnostic processes
4. Determine how change attempts might be implemented over a number of broad contexts
In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students’ generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following:

- Communication skills;
- Critical analysis skills;
- Problem-solving skills;
- Creative thinking skills.

**TEACHING AND LEARNING STRATEGY**

You are expected to read and research each topic in advance, participate in class discussions and to maintain a strong interest in current issues and changes in Human Resource Management.

<table>
<thead>
<tr>
<th>Week</th>
<th>Week Beg.</th>
<th>Topic</th>
<th>Text Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>23/02</td>
<td>Intro to Change Management</td>
<td>Ch1</td>
</tr>
<tr>
<td>2</td>
<td>02/03</td>
<td>Images of Managing Change</td>
<td>Ch2</td>
</tr>
<tr>
<td>3</td>
<td>09/03</td>
<td>Why Organisations Change</td>
<td>Ch 3</td>
</tr>
<tr>
<td>4</td>
<td>16/03</td>
<td>What Changes in Organisations</td>
<td>Ch 4</td>
</tr>
<tr>
<td>5</td>
<td>23/03</td>
<td>Diagnosis for Change</td>
<td>Ch 5</td>
</tr>
<tr>
<td>6</td>
<td>30/03</td>
<td>Resistance to Change</td>
<td>Ch 6</td>
</tr>
<tr>
<td>7</td>
<td>06/04</td>
<td>Mid Semester Test</td>
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<td></td>
<td>10-24 April</td>
<td><strong>Mid-semester Break</strong></td>
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<tr>
<td>8</td>
<td>27/04</td>
<td>Implementing Change</td>
<td>Ch 7 &amp; Ch8</td>
</tr>
<tr>
<td>9</td>
<td>04/05</td>
<td>Linking Vision &amp; Change</td>
<td>Ch9</td>
</tr>
<tr>
<td>10</td>
<td>11/05</td>
<td>Strategies for Communicating Change</td>
<td>Ch10</td>
</tr>
<tr>
<td>11</td>
<td>18/05</td>
<td>Skills for Communicating Change</td>
<td>Ch11</td>
</tr>
<tr>
<td>12</td>
<td>25/05</td>
<td>Sustaining Change</td>
<td>Ch12</td>
</tr>
<tr>
<td>13</td>
<td>01/06</td>
<td>Exam Review</td>
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**TUTORIAL SESSIONS:**

In week 2, the tutorial content will be available in hard copy and on Blackboard. Groups for presentations (see Assessment guidelines) will be formed and such group member details will be emailed to the lecturer by no later than week 4, containing all group members full names and student numbers.

It is encouraged that group members exchange phone contact details and email addresses.
RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

The assessments for this subject are to help you learn the broad issues and contexts of the theoretical aspect of the course and apply them to real work environments. There are individual components which allow you to demonstrate your ability to analyse information and relate it to your reading and course materials and class discussions. The mid semester test and final examination allows you to articulate what you have learned during the semester. The other assessments are group and individual based and help you to learn to work as a team and develop your interpersonal skills including speaking in public. The examination will address all the materials covered during the semester but more detailed directions will be given during the lectures and tutorials.

ASSESSMENT

The assessment will be continuous and designed to test the students understanding of change and organisational learning including knowledge, comprehension and application.

Marks will be allocated on the following basis:

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Marks</th>
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<tr>
<td>Mid Semester (in class) test</td>
<td>20</td>
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<tr>
<td>Group Presentation</td>
<td>20</td>
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<tr>
<td>Individual Written Assessment</td>
<td>20</td>
</tr>
<tr>
<td>Final Exam</td>
<td>40</td>
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<td><strong>Total Marks</strong></td>
<td><strong>100%</strong></td>
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Points to note about these assessments:

1) You will need to allow at least three hours of reading per week to prepare for class including course notes and your own research. **Good preparation leads to good outcomes.**

2) Students must complete all components of the course to register a pass or better grade and must obtain at least a pass grade in all assessment components. A satisfying mark of 17 out of 40 will be set for the exam. **This means that a student could fail the unit by failing the exam even though the other assessments achieved a pass grade.**

3) Please note that pressures relating to work are generally not considered as legitimate reasons for not attending or completing a mandatory component of the course.

4) Students must attend at least 80% of classes.

5) **Week 7 lecture is compulsory**, non attendance will require notifying the lecturer prior to and not after the event and a medical certificate for that day will be necessary.
6) Tutorials where group presentations are to be delivered, the expectation is for all students to attend and participate in the discussion after the presentation/s.

Assessments:

1. Mid Semester Test Value 20%
This will be conducted in Week 7. It will cover all materials from week 1 to week 6 inclusive. More details will be given in lecture in week 6.

2. Individual Assignment: Value 20%
In report format, compare and contrast the following:
Choose two individuals that would be viewed as being “change agents” or tried to introduce change within their organisation.
These individuals need to be reasonably well known and have information written about them and their efforts whether via electronic sources, biographies, autobiographies, journal articles etc. Combination of all three is best
With a theoretical underpinning examine and/or discuss how both parties undertook the change, what instigated the change and how successful or not it was, and the reasons for or against
The following criteria will need to be addressed:
- Demonstrated research has been undertaken
- Evidence of theoretical underpinning
- Evidence that the student has read widely on the topic, from all types of sources, eg. Textbooks, journals and electronic sources
- Clarity of argument and discussion
- Presentation style, including grammar, spelling and proofreading
- Use of the Harvard Reference System (not footnoting)
- Bibliography and/or Reference list (8 references minimum)
- 1500 words maximum

The report will be handed in the beginning of Lecture in HRM 317 on Monday 18 May 2009 (week 11). It must have attached an individual cover sheet which can be downloaded from the BESS website located at http://www.businessandeconomics.mq.edu.au/current/undergraduate/bess..

As a general rule late submission of assessments is not acceptable, however if you do have extenuating circumstances you must inform the lecture Prior to the due date. Otherwise late submissions will attract a penalty of a 10% deduction per day of the mark awarded.

3. Presentations (Week 9-12 tutorials)
You are to form groups of 5 students (no more), then notify the lecturer of group member names and student numbers by email (no later than week 4). Each group is required to prepare a presentation on a topic; being focused or centred on an organization that has undergone or undertaking organizational change. It may be best to choose an organization that you are familiar with and have access to, as you will need to relate it back to change management theory. (Only one group
can present and research the chosen organisation, which will be allocated on a first come first served basis)

The following criteria will need to be addressed:

The presentation is not a stage show but getting and maintaining the interest of the audience will be expected.

Each group member MUST present to the rest of the class and all should be prepared to answer questions from the class/and or lecturer at the conclusion of the presentation. The use of presentation aids is encouraged, but emphasis should be placed on important material researched and use of organisational examples. The presentation should not take any longer than 15 minutes and must involve class participation.

The areas to be addressed must include:

1. What change is being undertaken
2. Is there a theoretical underpinning? / if so, what is it
3. What are the objectives of such change?
4. Have the objectives been achieved? If so, why or why not?

All group work is peer moderated

In Week 13, the last class, each student will submit a peer evaluation assessment for each member in their group (including themselves). This will then allow a peer factor to be allocated to the Group’s raw score for each individual student, allowing a dispersion of marks within the same group. This peer factor is kept confidential.

Final Examination

The final exam will be held in the formal examination period 10 to 26 June, 2009.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in draft form before the commencement of the examinations.

http://www.timetables.mq.edu.au/exam

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at


If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester that is the final day of the official examination period.
**Plagiarism**

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: http://www.student.mq.edu.au/plagiarism/

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

**Student Support Services**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at http://www.student.mq.edu.au.

**Classroom Etiquette**

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor. Students must be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to “silent”.