



## MGT301 CHANGE MANAGEMENT T322 Brief

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.

Information contained within this Subject Outline applies to students enrolled in the trimester as indicated

### 1. General Information

#### 1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
B Bus (Accg); B Bus (Mgt & Finance)	1 trimester	Level 3	Katrina Wing <a href="mailto:katrina.wing@koi.edu.au">katrina.wing@koi.edu.au</a> P: +61 (2) 9283 3583 L: Level 1, 545 Kent St. Consultation: via Moodle or by appointment.

#### 1.2 Core / Elective

This is an elective subject for B Bus (Accg) and B Bus (Mgt & Finance)

#### 1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	BBus(Accg) 96; BBus (Mgt & Finance) 96

#### 1.4 Student Workload

Indicated below is the expected student workload per week for this subject.

No. timetabled hours/week*	No. personal study hours/week**	Total workload hours/week***
4 hours/week (2 hour Lecture + 2 hour Tutorial)	6 hours/week	10 hours/week

\* Total time spent per week at lectures and tutorials

\*\* Total time students are expected to spend per week in studying, completing assignments, etc.

\*\*\* Combination of timetable hours and personal study.

**1.5 Mode of Delivery** Face-to-face unless otherwise notified (please check Moodle).

**1.6 Pre-requisites** MGT200 Organisational Behaviour



## 1.7 General Study and Resource Requirements

- Students are expected to attend classes with the required textbook and to read specific chapters prior to the tutorials. Students should read this material before coming to class to improve their ability to participate in weekly activities.
- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

*Resource requirements specific to this subject:* There are no specific resources required for this subject

## 2. Academic Details









### 2.1 Overview of the Subject

This subject deals with the environmental and organisational sources of change, the theoretical frameworks and models of organisational change, the analytical tools used to identify and understand them and to identify what can go wrong when organisations implement change. It also looks at techniques to develop sound managerial responses for effective and sustainable management of change.

### 2.2 Graduate Attributes for Undergraduate Courses

Graduates of the *Bachelor of Business (Accounting)*, and the *Bachelor of Business (Management and Finance)* courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Bachelor's degree under the Australian Qualifications Framework (2<sup>nd</sup> edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

King's Own Institute's generic graduate attributes for a bachelor's level degree are summarised below:

	KOI Bachelor Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge
	Critical Thinking	Critical thinking and creative skills to analyse and synthesise information and evaluate new problems
	Communication	Communication skills for effective reading, writing, listening and presenting in varied modes and contexts and for transferring knowledge and skills to a variety of audiences
	Information Literacy	Information and technological skills for accessing, evaluating, managing and using information professionally
	Problem Solving Skills	Skills to apply logical and creative thinking to solve problems and evaluate solutions
	Ethical and Cultural Sensitivity	Appreciation of ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Teamwork	Leaderships and teamwork skills to collaborate, inspire colleagues and manage responsibly with positive results
	Professional Skills	Professional skills to exercise judgement in planning, problem solving and decision making

Across the course, these skills are developed progressively at three levels:

- Level 1 Foundation** – Students learn the basic skills, theories and techniques of the subject and apply them in basic, stand-alone contexts.
- Level 2 Intermediate** – Students further develop skills, theories and techniques of the subject and apply them in more complex contexts, beginning to integrate the application with other subjects.



- **Level 3 Advanced** – Students have a demonstrated ability to plan, research and apply the skills, theories and techniques of the subject in complex situations, integrating the subject content with a range of other subject disciplines within the context of the course.

## 2.3 Subject Learning Outcomes

This is a Level 3 subject.

Listed below, are key knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
(a) Evaluate and apply various models of change through assessing their viability within differing contexts and cases	
(b) Analyse the role of management and leadership in effective change	
(c) Evaluate potential change interventions, select appropriate approaches and develop plans for change	
(d) Synthesise and critique change research literature to consider the ambiguity and complexity of change.	

## 2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

*Weekly Planner:*

Week (beginning)	Topic covered in each week's lecture	Reading(s) Chapters	Expected work as listed in Moodle
1 31 Oct	Organisations and their Changing Environments	Ch.1	Introduction Discussion Questions Ch 1:
2 07 Nov	The nature of organizational change	Ch.2	Discussion Questions Ch 2 Assessment 1 Discussion
3 14 Nov	Organizational design, structure and change	Ch.3	Discussion Questions Ch3 Case study Analysis Assessment 1
4 21 Nov	Culture and change	Ch.4	Formative Assessment Assessment 1- Research
5 28 Nov	Power, politics and change	Ch.5	Assessment 1 – Draft and review Practice Exam Questions
6 05 Dec	Power, politics and change	Ch.5	Assessment 1 – review and discussion Discussion Questions Assessment 2 -
7 12 Dec	Leadership styles and leading change	Ch.6	Assessment 2 – Case study discussion Discussion Questions
8 03 Jan (Tue)	Leadership styles and leading change	Ch.6	Assessment 2 Reflective writing
9 09 Jan	Hard systems models of change	Ch.7	Final discussion of Assessment 2



Week (beginning)	Topic covered in each week's lecture	Reading(s) Chapters	Expected work as listed in Moodle
			Practise Exam Questions
10 16 Jan	Soft systems models for change	Ch.8	Discussion Questions
11 23 Jan	Future Directions and Changes	Ch.9	Discussion Questions
12 30 Jan	Revision	All chapters	Exam Revision
13 06 Feb	Study review week and Final Exam Week		
14 13 Feb	Examinations Continuing students - enrolments for T123 open	Please see exam timetable for exam date, time and location	
15 20 Feb	Student Vacation begins New students - enrolments for T123 open		
16 27 Feb	<ul style="list-style-type: none"><li>Results Released</li><li>Review of Grade Day for T322 – see Sections 2.6 and 3.2 below for relevant information.</li><li>Certification of Grades</li></ul> <p>NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.</p>		
T123 06 Mar 2023			
1 06 Mar	Week 1 of classes for T123		

## 2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (2 hours/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

## 2.6 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.



Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Formative assessment	Week 4	0%	a, b
Assessment 1: Research report – individual assessment (2000 words)	Week 6	20%	a, c, d
Assessment 2: Case Study – individual assessment (2500 words)	Week 10	30%	a, b, c
Assessment 3: Final examination On-campus: 2 hours + 10 mins reading time Online: 2 hours + 30 mins technology allowance	Final Exam Period	50%	a, b, c, d

**Requirements to Pass the Subject:**

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.

**2.7 Prescribed and Recommended Readings**

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

**Prescribed Text:**

Senior, B., Swailes, S., Carnall, C., 2020. *Organizational Change*. 6th ed. Harlow: Pearson Education.

**Recommended Readings:**

Coruzzi, C.A. 2020. Leading Change with Intelligence. The Power of Diagnosis in Creating Organizational Renewal. *Journal of Applied Behavioural Science*, [e-journal] 56 (4). Available through: Koi Library website <[https: INF100: Library's Online Resources \(koi.edu.au\)](https://inf100.koi.edu.au)>

Christopher, J. 2020. Implementation of performance management in an environment of conflicting management cultures. *International Journal of Productivity and Performance Management*, [e-journal] 69(7), Available through: Koi Library website <[https: INF100: Library's Online Resources \(koi.edu.au\)](https://inf100.koi.edu.au)>

Holten, A. L., Hancock, G. R. and Bøllingtoft, A. 2020. Studying the importance of change leadership and change management in layoffs, mergers, and closures. *Management Decision*, [e-journal] 58(3). Available through: Koi Library website <[https: INF100: Library's Online Resources \(koi.edu.au\)](https://inf100.koi.edu.au)>

Amis, J. M. and Janz, B. D. (2020) 'Leading Change in Response to COVID-19', *Journal of Applied Behavioral Science*, [e-journal] 56(3). Available through: Koi Library website <[https: INF100: Library's Online Resources \(koi.edu.au\)](https://inf100.koi.edu.au)>

Edwards, K., Prætorius, T. and Nielsen, A. P. 2020. A Model of Cascading Change: Orchestrating Planned and Emergent Change to Ensure Employee Participation, *Journal of Change Management*, [e-journal] 20(4) Available through: Koi Library website <[https: INF100: Library's Online Resources \(koi.edu.au\)](https://inf100.koi.edu.au)>

Wolf, D. and Felger, B. 2020. Strategic teams: the agents of change', *Strategic HR Review*, [e-journal] 19(1) Available through: Koi Library website <[https: INF100: Library's Online Resources \(koi.edu.au\)](https://inf100.koi.edu.au)>

Blanchard, K. 2020. High-Involvement Change Leadership, *Chief Learning Officer*, [e-journal] 19(4), Available through: Koi Library website <[https: INF100: Library's Online Resources \(koi.edu.au\)](https://inf100.koi.edu.au)>



Pater, R. 2020. Mindful Leadership: A Strategy for Achieving Significant Change, *Professional Safety*, [e-journal] 65(9). Available through: Koi Library website  
<[https://INF100: Library's Online Resources \(koi.edu.au\)](https://INF100: Library's Online Resources (koi.edu.au))

Parnell, KE & Smithers, S., G, 2020. Regional and Local Variability in Coastal Processes in Torres Strait, Australia, and its Importance for Climate Change Planning, *Journal of Coastal Research*, [e-journal] 95. Available through: Koi Library website <[https://INF100: Library's Online Resources \(koi.edu.au\)](https://INF100: Library's Online Resources (koi.edu.au))

Taşkan, B., Karatop, B. and Kubat, C. 2020. Impacts of Industrial Revolutions on the Enterprise Performance Management: A Literature Review', *Journal of Business & Management*, [e-journal] 26(1). Available through: Koi Library website <[https://INF100: Library's Online Resources \(koi.edu.au\)](https://INF100: Library's Online Resources (koi.edu.au))

#### **Periodicals Available:**

- British Journal Of Management
- European Journal Of Work And Organizational Psychology
- International Journal Of Management Reviews
- International Journal Of Organisational Behaviour
- International Journal Of Scholarly Academic Intellectual Diversity
- Harvard Business Review
- Journal Of Accounting & Organizational Change
- Journal Of Change Management
- Journal Of Managerial Psychology
- Journal Of Management & Organization
- Journal Of Organizational Behavior
- Journal Of Organizational Change Management
- Public Administration Review
- Public Sector Innovation Journal

#### **Useful Websites:**

The following websites are useful sources covering a range of information useful for this subject.. However, most are not considered to be sources of Academic Peer Reviewed theory and research. If your assessments require *academic peer reviewed journal articles* as sources, you need to access such sources using the Library database, Ebscohost, or Google Scholar. Please ask in the Library if you are unsure how to access Ebscohost. Instructions can also be found in Moodle.

- Change Management - articles & case studies (CEO online) [www.ceoonline.com/business/change-management.shtml](http://www.ceoonline.com/business/change-management.shtml)  
An Australian based website launched in November 2000, CEO Online has been developed in association with [The CEO Institute](#) and the [International Institute of Directors and Managers](#) to provide business leaders and managers with an efficient and cost effective way of staying abreast of current information, solutions and bottom line business benefits. The link above provides access to various articles on Change Management. Other parts of the site provide information on a full range of management issues relevant to CEOs
- Queensland Health – Change Management Documents (QLD government)  
[www.health.qld.gov.au/publications/change\\_management/](http://www.health.qld.gov.au/publications/change_management/)  
This site provide actual details of how Queensland Health is approaching change management, including some “How to” guides. While the documents date back to 1999, they provide a good application of the theory to a practical situation
- The Free Management Library – Organisational Change and Development  
[managementhelp.org/org\\_chng/org\\_chng.htm](http://managementhelp.org/org_chng/org_chng.htm)  
The Library provides free, easy-to-access, online articles to develop yourself, other individuals, groups and organizations (whether the organization is for-profit or non-profit). All submissions are reviewed before inclusion. This link is for a comprehensive submission on many elements of Change Management, and provides links to other resources and articles.