## MGT301 CHANGE MANAGEMENT T318 - Brief

All information contained within this Subject Outline applies to <u>all</u> 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<br>katrina.wing@koi.edu.au<br>P: 92833583 (Ext.156)<br>L: Level 1, 545 Kent St.<br>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<br>(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    On-campus

### 1.6 Pre-requisites      MGT200 Organisational Behaviour

### 1.7 General Study and Resource Requirements

o   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.

o   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.

o   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 gain the graduate attributes expected from successful completion of a Bachelor's degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge in a range of contexts for professional practice or scholarship and as a pathway for further learning.

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

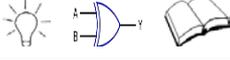| | KOI Bachelor Degree Graduate Attributes | Detailed Description |
|---|---|---|
| | Knowledge | Current, comprehensive and coherent knowledge |
| | Critical Thinking | Critical thinking and creative skills to analyse and synthesise information and evaluate new problems |
| | Communication | Communication skills for effective reading, writing, listening and presenting in varied modes and contexts and for transferring knowledge and skills to others |
| | 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:

o **Level 1 Foundation –** Students learn the basic skills, theories and techniques of the subject and apply them in basic, stand-alone contexts.
o **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.
o **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 Course 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 |
|---|---|---|---|
| 1 05 Nov | Introduction to management of change in organisations/ | Ch 1 | **Tutorial Work** |
| 2 12 Nov | Perspectives on Managing Change Strategy and Change | Ch 2 | Assessment 1 discussion Tutorial exercises |
| 3 19 Nov | Strategy and Change | Ch 3 | Tutorial exercises |
| 4 26 Nov | Change Tools | Ch 4 | Tutorial exercises |
| 5 03 Dec | New forms of organisation | Ch 5 | Tutorial exercises |
| 6 10 Dec | Leadership for Change | Ch 6 | Tutorial exercises **Research Assessment Due** |
| 7 17 Dec | H.R Management and Organisational Change | Ch 7 | Tutorial exercises |
| 23 Dec 2018 _ 06 Jan 2019 | **Mid-trimester break** | | |
| 8 07 Jan | Power and resistance to Change | Ch 8 | Tutorial exercises |
| 9 19 Jan | Measuring, monitoring and maintaining Change | Ch 9 | Tutorial exercises |
| 10 21 Jan | Change and sustainability Part A | Ch 10 | Tutorial exercises **Case study Due** |
| 11 28 Jan | Change and sustainability Part B | Ch 10 | Tutorial exercises |
| 12 04 Feb | Future Directions and challenges | | Tutorial exercises |
| 13 11 Feb | Study review week | | |
| 14 18 Feb | Final Exam Week | Please see Exam Timetable for exam date, time and location | |

| 15 | Student Vacation begins |
| 25 Feb | Enrolments for T119 open |

| 16 | Results Released 05 Mar 2019 |
| 04 Mar | Certification of Grades 08 Mar 2019 |

**T119 begins 11 Mar 2019**

| 1 | Week 1 of classes for T119 |
| 11 Mar | **Friday 08 Mar 2019 – Review of Grade Day for T318** – see Sections 2.6 and 3.6 below for more information. |

## 2.7 Teaching Methods/Strategies

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

- o *On-campus 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.
- o *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorial participation is an essential component of the subject and contributes to the development of graduate attributes (see section 2.2 above). It is intended that specific tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- o *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
- o *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

## 2.8 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 |
|---|---|---|---|
| Research report – individual assessment (2000 words) | Week 6 | 20% | a, c, d |
| Case Study – individual assessment (2500 words) | Week 10 | 30% | a, b, c |
| Final examination (3 hours) | 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.

## 2.9 Prescribed and Recommended Readings

### *Prescribed Text:*

Graetz, F., Rimmer, M., Smith, A., and Lawrence, A., 2011. *Managing Organisational Change.* 3rd ed. Milton: John Wiley and Sons.