



MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description Heraclitus (Greek philosopher) said some two thousand years ago that the only constant is change. Leading organisational change examines the theories, frameworks and models of change within the organisational setting and leadership theories, approaches and behaviours that facilitate effective organisational change. The course explores the demise of the rational organisation and the growth of planned and emergent change models within turbulent environments. It examines the critical role of the leader and their decision making in effecting sustainable change and evaluates the multiple human, structural, technological, cultural, political and symbolic factors that affect meaningful change.

Sustainable Development Goals



Contact Hours

Integrated Learning Session

Face to Face On Campus
Two (2) hour(s) per Week for full term

Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

Unit Weighting

10

Assumed Knowledge Workload

MNGT1001 Introduction to Management
Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.

Student Consultation A minimum of one (1) hour of consultation per week. Please see course CANVAS site for details of time and location.

Course Learning Outcomes

On successful completion of this course, students will be able to:

1. Articulate and evaluate a range of models of and approaches to sustainable organisational change
2. Critique the leader's role in effective and ethical individual, group and organisational change
3. Analyse the influence of human, structural, technological, cultural, political and symbolic factors in sustainable organisational change
4. Apply an integrated change model to case studies and other real-world organisational settings
5. Work effectively in a group.

COURSE OUTLINE

ASSESSMENT DETAILS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Individual Report - Briefing Memorandum	Sunday Week 5, 11:59 pm	Individual	30%	1, 2, 4
2	Group Assignment - Change Management Plan and Storyboard Presentation	CM Plan: Sunday Week 11, 11:59 pm Storyboard: In class, Weeks 11 and 12	Group	20% 10%	2, 3, 4, 5
3	Final Examination	Formal Examination Period	Individual	40%	1, 2, 3, 4, 5

Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Newcastle NSW

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.
-------------------------	--

Assessment 1 - Briefing Memorandum

Assessment Type	Individual written report
Purpose	The purpose of this assignment is to assess students' capacity to critically analyse, evaluate and synthesise relevant change theory in relation to a chosen case study company and present findings in written form
Description	For this assessment, students will take the role of an expert consultant on change management. After analysing the case organisation, findings will be presented in the form of a CEO briefing report on the chosen case study company. The chosen case study company must be pre-approved by the Course Coordinator or Teaching Assistant.
Weighting	30%
Length	2000 words
Due Date	Sunday, Week 5 by 11:59 pm
Submission Method	Online - via Turnitin
Assessment Criteria	The following three (3) assessment criteria will be applied: <ol style="list-style-type: none"> 1. Critical analysis, interpretation and evaluation of a change event, or events. 2. Reflection on the organisational change event in terms of <ol style="list-style-type: none"> (i) leadership; (ii) meeting the desired objectives of the change initiative; and (iii) consideration of the "needs" of the organisation's stakeholders 3. Written presentation and structure, including academic referencing
Return Method	Online
Feedback Provided	Online

Assessment 2 - Change Management Plan and Storyboard Presentation

Assessment Type	Group written report
Purpose	The purpose of the assessment is to evaluate student's knowledge of change management theory, models, concepts, frameworks, processes, roles and proficiency in their application within a real-world business context.
Description	Part A: CMP In completing this assessment, acting as a consultancy firm, students will draft a Change Management Plan on an organisation of their choice. Further details on CANVAS. Part B: Storyboard Presentation Group members will create and deliver a 'storyboard' presentation, developed using

images and descriptions from their previously submitted written change management plan. Groups will present their key findings/recommendations, lessons learned to the class within 10 minutes. All members of each group must participate, although different roles may be completed by different members. It is recommended that groups use the creative skills of group members. Be entertaining, informative and different! Storyboards may involve the use of an electronic medium; however, it should not be a conventional PowerPoint presentation.

Please note: Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others.

Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: **NO SPARK NO MARK.** 30% (CMP 20% and SBP 10%)

Part A: 2000 words, **Part B:** 10 minute presentation

Change Management Plan: Sunday, Week 11 by 11:59 pm

Storyboard Presentation: In class, Weeks 11 and 12

Change Management Plan: Online via Turnitin

Storyboard presentation: In class/online

Part A

The following three (3) assessment criteria will be applied:

1. Critical analysis, interpretation and evaluation of change management processes
2. Critical analysis of organisational change management in terms of
 - (i) leadership;
 - (ii) meeting the desired objectives of the change initiative; and
 - (iii) satisfying the needs of the organisation's stakeholders;
 - (iv) implementation strategy/ies
3. Written presentation and structure, including academic referencing. Work effectively in a group.

Further details on CANVAS.

Part B

The following two (2) criteria will be applied:

1. Synthesis and presentation of key findings/learning.
2. Informing and engaging other class members.

Weighting

Length

Due Date

Submission Method

Assessment Criteria

Return Method

Feedback Provided

Online

Online

Assessment 3 - Final Examination

Assessment Type

Formal Examination

Purpose

The purpose of this assessment is to evaluate a student's knowledge of change management theory, models, concepts, frameworks, processes and roles, and proficiency in their application within a real world business context.

Description

In completing this assessment students will respond to a set of scenarios and questions on change management.

This course has a **RESTRICTED OPEN BOOK** examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.

Weighting

40%

Length

120 minutes

Due Date

Formal Exam Period

Submission Method

Formal Examination

Assessment Criteria

The following two (2) assessment criteria will be applied:

1. Integration of key concepts of the course, application of course theories to a practical context, and demonstration of the ability to analyse and evaluate.
2. Written presentation and structure appropriate to the questions asked.

Return Method

Not Returned

Feedback Provided

No Feedback. Examination scripts will not be returned to students. Final examination

scripts will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period **cannot** be considered.

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. The demise of the rational organisation
2. Drivers and types of change
3. Theoretical approaches to change management
4. Change models and the process of change
5. Leadership decision making in change management
6. Leadership approaches in change management
7. Power and politics of change
8. Communication and conflict in change
9. Culture and change
10. Recipients of change
11. Ethics of change
12. Contemporary issues in change management
13. Strategy and change

Course Materials

Required Text:

Senior, B. & Swailes, S, *Organisational Change* (6th ed.), (2020) – Pearson – UK Senior, B. & Swailes, S, *Organisational Change* (5th ed.), (2016) – Pearson – UK

ISBN: 9781292243436

Please refer to the course CANVAS site for details of additional recommended readings.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Course Introduction Organisations and their changing environments	Read chapter 1	
2	The Management and Leadership of change	Read chapter 6, pp 211 -239	Discussion of case study 1
3	Theoretical approaches to change management	Read chapter 2	Discussion of case study 2
4	Culture and change	Read chapter 4	Discussion of case study 3
5	Power and politics of change	Read Chapter 5, pp 163-184	Discussion of case study 4 Assignment 1 due: Sunday Week 5 by 11:59 pm
6	Corporate responsibilities, ethics and change	See CANVAS for assigned readings.	Discussion of case study 5
7	Recipients of change	Read Chapter 8	Discussion of case study 6
8	Communication and conflict in change	Read Chapter 5, pp 185 - 203	Discussion of case study 7
9	Leadership decision making in change management	Read Chapter 6, pp 213-254	Discussion of case study 8
10	Strategy and change	Read Chapter 3	Discussion of case study 9
11	Contemporary issues/future of change	Read Chapter 9	Discussion of case study 10 Assessment 2a: CMP due Sunday Week 11 by 11:59 pm Assessment Item 2b: Storyboard presentation due in class
12	Storyboard group presentations	Storyboard preparation	Assessment Item 2b: Storyboard presentation due in class
13	Course Review and exam preparation	Course revision	Exam review and advice

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

CONTACTS

School Offices

Newcastle Business School – Callaghan, Newcastle City & Online

NU Space
409 Hunter Street
Newcastle
nbs.enquiries@newcastle.edu.au
+61 2 4921 5511

Newcastle Business School - Ourimbah

BO1.13, Business Offices
Ourimbah
cccbusiness-school@newcastle.edu.au
+61 2 4349 4453

Newcastle Business School - Sydney

55 Elizabeth Street
Sydney
nbs-sydney@newcastle.edu.au
+61 2 82626432

PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:
<http://www.psb-academy.edu.sg/eng>
+65 6390 9000

Newcastle Australia Institute of Higher Education Pte Ltd

100 Victoria Street #13-01/02
National Library Building
Singapore
Singapore-StudentCentral@newcastle.edu.au
+65 6221 3306

ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	<p>Communication methods used in this course include:</p> <ul style="list-style-type: none"> - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	<p>Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.</p>
Oral Interviews (Vivas)	<p>As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the Oral Examination (viva) Procedure. In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the Student Conduct Rule.</p>
Academic Misconduct	<p>All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35.</p>
Adverse Circumstances	<p>The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:</p> <ol style="list-style-type: none"> 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. <p>Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236</p>
Important Policy Information	<p>The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures that support a safe and respectful environment at the University.</p>

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

© 2024 The University of Newcastle, Australia