

Faculty of Business, Government and Law

Unit Outline

Managing Change and Innovation



Unit Number: 7776

Teaching Period: Term 4, 2015

Mode of Delivery: On Campus Royal Institute of Management Bhutan

Note: The official MCI Unit Outline on Moodle takes precedence over this Word version, which has minor variations.

**Managing Change and Innovation (MCI) PG (7776)**

**Acknowledgement of Country**

The University of Canberra acknowledges the Ngunnawal peoples as the traditional custodians of the land upon which the University's main campus sits, and pays respect to all Elders past and present.

**Introduction**

This Unit Outline must be read in conjunction with:

a. UC Student Guide to Policies, which sets out University-wide policies and procedures, including information on matters such as plagiarism, grade descriptors, moderation, feedback and deferred exams, and is available at http://www.canberra.edu.au/student-services.

b. UC Guide to Student Services, and is available at http://www.canberra.edu.au/student-services.

c. Any additional information specified in section 6.

**1. Core Unit Details**

Unit Code and Version: 7776

Unit Title: Managing Change and Innovation (MCI)

Unit Level: PG

Owning Faculty/Section: Faculty of Business, Government and Law (BGL)

UC Discipline/Section: School of Management

Enrolled Credit Points: 3

Unit Offering Details: Term 4, 2015, On Campus Royal Institute of Management Bhutan

**Unit Convenor:**

Name Mr Willem Bouwer

Tel (02) 6201 2839 *(rely on email in first instance)*

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The lecturer is your first point of contact. Feel free to email him at any time with any questions you have about the Unit.

**Local Tutor:**

Karma Pema Loday

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Simtokha, Thimphu, BHUTAN

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**2. Academic Content**

**Syllabus:**

This unit explores the issue of change management and innovation in organisations. It will examine various models of change management and how organisational leaders go about influencing, implementing and managing change programs. The unit also examines the importance of innovation in creating competitive advantage and how organisational leaders go about encouraging innovation in contemporary organisations.

Key topics will include: driving change; the strategy and process of change; leadership for change; human resource management for change; new forms of organisation; power and resistance to change; and how to maintain change. This unit has linkages with units such as Leadership in Contemporary Organisations, Organisational Behaviour and Human Resource Management.

On completion of this unit students will be able to:

1. understand critically a range of theories and practices of change management.

2. demonstrate the applicability of organisational change practices in different circumstances.

3. appreciate the complexities and challenges inherent in planning and managing organisational change.

4. be familiar with the nature of innovation and how to implement it

5. research, identify, organise and present relevant materials and arguments in a range of modes.

**Graduate Attributes**

•1. UC graduates are professional - communicate effectively

•1. UC graduates are professional - display initiative and drive, and use their organisation skills to plan and manage their workload

•1. UC graduates are professional - employ up-to-date and relevant knowledge and skills

•1. UC graduates are professional - take pride in their professional and personal integrity

•1. UC graduates are professional - use creativity, critical thinking, analysis and research skills to solve theoretical and real-world problems

•1. UC graduates are professional - work collaboratively as part of a team, negotiate, and resolve conflict

•2. UC graduates are global citizens - adopt an informed and balanced approach across professional and international boundaries

•2. UC graduates are global citizens - behave ethically and sustainably in their professional and personal lives

•2. UC graduates are global citizens - communicate effectively in diverse cultural and social settings

•2. UC graduates are global citizens - make creative use of technology in their learning and professional lives

•2. UC graduates are global citizens - think globally about issues in their profession

•2. UC graduates are global citizens - understand issues in their profession from the perspective of other cultures

•3. UC graduates are lifelong learners - adapt to complexity, ambiguity and change by being flexible and keen to engage with new ideas

•3. UC graduates are lifelong learners - be self-aware

•3. UC graduates are lifelong learners - evaluate and adopt new technology

•3. UC graduates are lifelong learners - reflect on their own practice, updating and adapting their knowledge and skills for continual professional and academic development

**Details of Assessment Items**

Assessment of this unit consists of 4 assessment items in two parts:

a. Project Case Study (70%) - group and individual based assessment - comprising three sub-assessments:

* Group Work in Progress (WIP) Submission (15%);
* Group Formal Presentation (15%); and
* Individual Report (40%).

b. Individual Take-Home Paper (30%).

**The Project Case Study Approach**

The objective of this unit is to provide students with experiences close to the real life work situations of a change manager in dealing with actual issues in an organisation.

So what is a typical task of a change manager? The tasks of change managers generally involve conducting an analysis of current organisational practices by identifying what works and what does not work. If problems are found as a result of the analysis, recommendations to solve the problems are provided in conjunction with appropriate change management strategies. In this situation, change managers would lead the processes in solving the problems and implementing the solutions. In carrying out these tasks at the operations level, change managers would normally work in teams and meet with team members regularly to develop periodical work-in-progress updates and ultimately present a report to the senior management.

To achieve this objective, this unit applies a project-based approach. In this approach, students conduct assignments on real life organisations to develop skills in dealing with change management issues. The skills are both at the content level, such as the theory and concepts of change management; as well as the process level, including analytical and problem solving skills, working in teams, conducting presentations and writing report. The emphasis of this unit is to develop the ability to use theory and concepts to analyse real life practices and provide a way forwards to effective implementation. Thus the overall activities in the project-based approach are supportive in the development of the UC Graduate Attributes.

For this purpose, this unit applies a project-based and problem-solving approach that supports the development of the UC Graduate Attributes through understanding and applying change management theories and concepts to improve an organisation’s work practices.

A key element of the project case study approach is an opportunity to link theories and practice supported by ongoing feedback through group discussion, class workshopping and lecturer feedback.

The specific aims of the project case study are:

* to strengthen key management competencies in planning, critical thinking, problem-solving, decision-making, oral communication and persuasion, written communication, and teamwork;
* to be able to identify, describe and analyse whether an organisation’s approach to change management is strategic by demonstrating how it is linked to the organisation’s goals, strategies and programs;
* demonstrate a solid theoretical and practical knowledge of key change management concepts and theories, including critically assessing contemporary research and its practical application;
* to assess the extent to which an organisation’s change management practices is consistent with current concepts and theories; and
* by relying on organisational evidence, be able to frame change management findings, conclusions, recommendations for improvement and implementation strategies consistent with best practice approaches.

Students will form groups and choose a Bhutanese case study organisation to review various change management issues across a range of linked assessment components, each of which supports the development of different knowledge and skills. Student groups will then collectively deliver a Work in Progress Submission and a Formal Presentation. Then students will deliver an Individual Report based on their organisation which provides an opportunity to synthesise and consolidate the knowledge and apply the skills that have been developed.

Further detail on the various project case study assessment components are detailed below. Additional detail is also provided in the MCI Work Book Guidance, including the mandatory Assessment Criteria.

**Personal Attributes**

As students of the University they will develop the qualities of critical thinking, curiosity and reflective practice. They will use foresight, initiative and leadership, and be open to alternative perspectives. As graduates, they will continue to learn and thrive in environments of complexity, ambiguity and change.

**Prerequisite -** None.

**Co-requisite -** None.

**3. Timetable of Activities**

Note: session times and topics may be extended (starting earlier or finishing later) depending on class availability and required tasks. However, any proposed changes will be discussed in class first. As part of the sessions dealing with the textbook chapters there will be an opportunity in class to workshop the various issues raised, in particular in relation to supporting the Project Case Study requirements.

|  |  |  |  |
| --- | --- | --- | --- |
| **Day** | **Date** | **Topics** | **Assessments** |
| 0 | Before Classes Begin | If possible, please read the Unit Textbook  Please complete the Moodle Academic Integrity Module  When access to the MCI Moodle site becomes available, please read through the Welcome to MCI Presentation  Please review the generic Textbook Presentations on Moodle as background for the Chapter sessions. |  |
| **1** | **5 October 2015** | **Monday** |  |
| 1A | Morning  0930-1230 | Welcome and Unit Overview  Academic Integrity  Chapter 1: Introduction to Change Management | Group Formation (Group Members and Case Study Organisation Chosen) |
| 1B | Afternoon  1330-1630 | Chapter 2: Perspectives on Managing Change  Chapter 3: Strategy and Change |  |
| **2** | **6 October 2015** | **Tuesday** |  |
| 2A | Morning  0930-1230 | Chapter 4: Change Tools  Chapter 5: New Forms of Organising |  |
| 2B | Afternoon  1330-1630 | Chapter 6: Leadership for Change |  |
| **3** | **7 October 2015** | **Wednesday** |  |
| 3A | Morning  0930-1230 | Chapter 7: Human Resource Management (HRM) and Organisational Change |  |
| 3B | Afternoon  1330-1630 | Chapter 8: Power and Resistance to Change | WIP Submission Due |
| **4** | **8 October 2015** | **Thursday** |  |
| 4A | Morning  0930-1230 | Chapter 9: Measuring, Monitoring and Maintaining Change |  |
| 4B | Afternoon  1330-1630 | Chapter 10: Change and Sustainability |  |
| **5** | **9 October 2015** | **Friday** |  |
| 5A | Morning  0930-1230 | Formal Presentations Delivered in Class | Formal Presentation Due |
| 5B | Afternoon  1330-1630 | Unit Review  Workshopping the Individual Report and Individual Take Home Paper requirements |  |
|  |  |  |  |
|  | Individual Report | Individual Report Due | Submit: Individual Reports (2000 words) by 12 midnight Sunday 25 October 2015 via Moodle. |
|  | Examination Period | Take Home Paper Due | Submit: the Individual Take-Home Paper (1500 words), which will be available 1730 (5.30pm) Monday 9 November 2015 and will be **due** one week later at 1730 (5.30pm) Monday 16 November 2015, via Moodle. |

**4. Unit Resources**

**4a List of Required Texts/Readings:**

Graetz, Fiona (and Rimmer, Malcolm, Smith, Aaron, & Lawrence, Anne) (2011). **Managing Organisational Change**   
(3rd Australasian Edition). John Wiley & Sons Milton, Qld.

**Use of the Textbook:**

In order to support convenient access to the change management body of knowledge being studied, students are strongly encouraged to purchase the Unit Textbook as soon as possible after enrolling in the unit and to read the relevant chapters before attending each class. Note: while there may be copies of the unit textbook available in the Library, these may be unavailable during busy periods, such as when assessment items are due.

Students will be expected to read the majority of the textbook before the Individual Reports and the Take-Home Papers are due.

A range of academic books, journals and websites will be identified in the MCI Work Book Guidance to assist students in their research in this unit.

**4b Materials and Equipment:**

None

**4c Unit Website:**

To find your unit website online, login to LearnOnline (Moodle) using your student ID.

Note that LearnOnline (Moodle) has a profiles page that displays your name and email address for the benefit of other students. If you prefer to hide your email address, click here for instructions.

**5a. Assessment Item Details**

Click on an Assessment Item for more details.

Assessment of this unit consists of four assessment items in two parts:

a. Project Case Study (70%) - group and individual based assessment - comprising three sub-assessments:

* Group Work in Progress (WIP) Submission (15%);
* Group Formal Presentation (15%); and
* Individual Report (40%).

b. Individual Take-Home Paper (30%).

Further detail about these assessment items will be available in the MCI Work Book Guidance, including the mandatory Assessment Criteria. Note: this unit requires the use of the Harvard System of Referencing (author/date) for all assessment items.

**ASSESSMENT ITEM 1: GROUP WORK IN PROGRESS (WIP) SUBMISSION (15%)**

Title: Project Case Study Work in Progress (WIP) Submission.

Note: this assessment item will be in the form of PowerPoint presentation slides for brevity and clarity purposes, but will not be formally presented in class.

The WIP Submission directly supports both the Formal Presentation and the Individual Report. The WIP Submission will provide an opportunity for students to workshop their proposed project case study approach and demonstrate their understanding of how to meet the assessment requirements. In particular, it will require students to demonstrate their expertise in conducting academic analysis by assessing practices in their case study organisation through the use of change management theories.

Once groups have been formed and a case study organisation chosen, the WIP Submission has a number of components:

* evidence of individual completion of the Academic Integrity Module on Moodle;
* case study organisation’s strategic mission;
* case study organisation’s SWOT analysis (Strengths, Weaknesses, Opportunities and Threats);
* brief outline of the proposed Case Study Project Structured Argument;
* using a change management perspective from the textbook to analyse change management practices in the case study organisation; and
* Academic and Other Reference Lists.

One of the key outcomes of the WIP Submission is to provide students with an understanding of the standard required in subsequent assessment items, such as linking an organisation’s strategic objectives with change management practices, and meeting the readability, structuring and referencing requirements of an academic assignment.

Further materials, including mandatory marking criteria, will be provided in the MCI Work Book Guidance.

Due Date: See the Timetable of Activities

Weighting Percentage: 15 Marks (15%)

Addresses learning outcome(s): All

Related graduate attribute(s): 1 (a-f), 2 (a-f), 3 (a-d)

**ASSESSMENT ITEM 2: GROUP FORMAL PRESENTATION (15%)**

Title: Project Case Study Formal Presentation

Time Limit: 10 minute presentation

All groups will be scheduled to deliver their Formal Presentation in class.

The Formal Presentation will be an opportunity to present a convincing and persuasive argument relating to the case study organisation.

Presentation marks will be awarded on the following:

* identification of topics, discussion, analysis, and recommendations;
* how succinct, focused, convincing and persuasive the presentation was; and
* depth of research, referencing and clarity of presentation.

Further materials, including mandatory marking criteria, will be provided in the MCI Work Book Guidance.

Students not in attendance for the Formal Presentation will receive a mark of zero for this assessment item.

Due Date: See the Timetable of Activities

Weighting Percentage: 15 marks (15%)

Addresses learning outcome(s): All

Related graduate attribute(s): 1 (a-f), 2 (a-f), 3 (a-d)

**ASSESSMENT ITEM 3: INDIVIDUAL REPORT (40%)**

Title: Project Case Study Individual Report

Length: 2000 words (5% either way) (excluding references and appendices)

Building and learning from your group work, as reflected in the WIP Submissions and Formal Presentations, you are required to write a report analysing your Bhutanese case study organisation focusing on an innovative HRM related change management activity whilst drawing from all the materials covered in the unit. Your analysis must use concepts, theories and perspectives learnt in the unit and recommendations must be the result of the analysis.

In your analysis, you need to cite at least **8** scholarly/academic (refereed) change management or human resource management related journal articles.

Report marks will be awarded on the following:

* Identification of topics, discussion, analysis, and recommendations;
* How succinct, focused, convincing and persuasive the argument was; and
* Depth of research, referencing and report readability.

You will be required to run your Individual Report, in both draft and final forms, through URKUND.

Further materials, including mandatory marking criteria, will be provided in the MCI Work Book Guidance.

Due Date: See the Timetable of Activities

Weighting Percentage: 40 marks (40%)

Addresses learning outcome(s): All

Related graduate attribute(s): 1 (a-e), 2 (a-f), 3 (a-d)

**ASSESSMENT ITEM 4: INDIVIDUAL TAKE-HOME PAPER (30%)**

Title: Individual Take-Home Paper

Length: 1500 words (5% either way) (excluding references and appendices)

The final assessment will be a take-home paper, released on the Moodle website. Using the knowledge and skills developed in the project case study, the take-home paper may consist of an organisational case study, practical scenario review, or a critique of a relevant organisational change management document, or another form.

The take-home paper is worth 30% of the total available unit marks. Further materials, including indicative mandatory marking criteria, will be provided in the MCI Work Book Guidance.

You will be required to run your Take Home Paper, in both draft and final forms, through URKUND.

Due Date: See the Timetable of Activities

Weighting Percentage: 30 marks (30%)

Addresses learning outcome(s): All

Related graduate attribute(s): 1 (a-e), 2 (a-f), 3 (a-d)

**5b. Assessment Requirements**

**Submission of assessment items:**

Where possible, all assessment items will be submitted online via the LearnOnline (Moodle) unit site. The first page of each assessment item should include the following information:

* Student ID:
* Assessment Name:
* Word Count (if applicable):

Students should note that names are not to be included on any assessment tasks/submissions. Only Student ID numbers should be included (as per the Assessment Policy and Procedures).

Unless special consideration applies, late submission of assignments will result in a reduction of marks. After the first 30 minutes, there will be a loss of 5% of the total assessment mark for each 24 hour period the report is overdue without lecturer approval. Any late assignment submitted after 7 days will receive a mark of zero. Students must complete all assessment items otherwise they will receive an incomplete grade (NC) for the unit.

All assessment items must be written in academic English.

**Special Assessment Requirements:**

Information on extensions and special consideration for assessments can be found in the Student Guide to Policies.

Year-Long Units: Students enrolled in year-long units (consisting of a part A and part B unit code) will be allocated a continuing grade (CNTYL) on completion of part A. Once the student has completed part B, the grade for part A will be updated so that the grades for the two unit codes are the same.

**Supplementary Assessment:**

Refer to the Assessment Policy and Procedures.

**Academic Integrity**

Students have a responsibility to uphold University standards on ethical scholarship. Good scholarship involves building on the work of others and use of others' work must be acknowledged with proper attribution made. Cheating, plagiarism, and falsification of data are dishonest practices that contravene academic values.

To enhance understanding of academic integrity, it is expected that all students will complete the LearnOnline Academic Integrity Module (AIM) at least once during their course of study. The module is automatically available as a listed site when students log into LearnOnline (Moodle).

**Use of Text-Matching Software**

The University of Canberra has available, through LearnOnline (Moodle), text-matching software (currently using URKUND) that helps students and staff reduce plagiarism and improve understanding of academic integrity. The software matches submitted text in student assignments against material from various sources: the internet, published books and journals, and previously submitted student texts. Click here for more information.

**6. Student Responsibility**

**6a Workload**

The amount of time you will need to spend on study in this unit will depend on a number of factors including your prior knowledge, learning skill level and learning style. Nevertheless, in planning your time commitments you should note that for a 3 credit point unit the total notional workload over the semester or term is assumed to be 150 hours. These hours include time spent in classes. The total workload for units of different credit point value should vary proportionally. For example, for a 6 credit point unit the total notional workload over a semester or term is assumed to be 300 hours.

**6b Inclusion and Welfare**

It is strongly recommended that students who need assistance in undertaking the unit because of disability or an ongoing health condition register with the Inclusion and Welfare Service as soon as possible so that reasonable adjustment arrangements can be made.

**6c Participation Requirements:**

A minimum of 75% attendance is required and constructive participation is expected.

**6d Withdrawal:**

If you are planning to withdraw please discuss with your Unit Convener. UC College students must also seek advice from the College. Please see Withdrawal of Units for information on deadlines.

**6e Required IT Skills:**

General knowledge of Moodle, Email, Word and PowerPoint applications.

**6f In-Unit costs:**

Note: To calculate your unit fees see: How do I calculate my fees? The online UC Co-op Textbook Search is available for purchasing text books.

**6g Work Placement, Internships or Practicums:**

None.

**6h Additional Information:**

Additional information will be available from the Unit's Moodle site.

**7. Student Feedback**

All students enrolled in this unit will have an opportunity to provide anonymous feedback on the unit at the end of the teaching period via the Unit Satisfaction Survey (USS), which you can access by logging into MyUC via the UC homepage. Your lecturer or tutor may also invite you to provide more detailed feedback on their teaching through an anonymous questionnaire.

**Additional Information:**

None.

**8: Authority of this Unit Outline**

Any change to the information contained in Section 2 (Academic Content), and Section 5 (Assessment) of this document, will only be made by the Unit Convener if the written agreement of Head of Discipline and a majority of students has been obtained; and if written advice of the change is then provided on the unit site in the learning management system. If this is not possible, written advice of the change must be then forwarded to each student enrolled in the unit at their registered term address. Any individual student who believes him/herself to be disadvantaged by a change is encouraged to discuss the matter with the Unit Convener.