



UNIT OUTLINE

Management of Change and Organisational Development

UNIT CODE AND TITLE	JH701 Management of Change and Organisational Development
AUTHOR:	Sandra Billard
SCHOOL:	Business
COURSE:	Bachelor of Management
PREREQUISITES:	JN501 Management Principles
COREQUISITES:	None
DURATION:	One teaching period
CREDIT POINTS:	15

OBJECTIVES

This unit covers the complexities of the change process and aims to:

- introduce the fundamental concept of change and how the rate of change is accelerating
- understand the role that effective change can play in improving the quality of work life for individuals and in improving organisational effectiveness
- develop in students the capacity to identify and analyse significant change issues within organisations
- develop an understanding of the broad strategies for bringing planned change at the organisation, group and individual level
- provide familiarity with, and experience of, some of the main techniques and methods of organisational change
- provide opportunity for students to develop awareness of their own personal style, attitudes and behaviours, relevant to the management of change
- develop critical personal and interpersonal skills for effective management of change.

The unit is designed to enable learners to:

Knowledge

- gain an understanding of the change process within an organisation
- understand the role of change in strategic planning
- determine different change strategies
- evaluate the effectiveness of change functions
- gain an awareness of one's own responses and style in dealing with change.

Skills

- interpret environmental influences that will impact upon change
- be able to determine the actual change needs of an organisation
- be able to determine the most appropriate change methods
- increase their ability to successfully consult with and advise management and other stakeholders about change needs and benefits
- increase their ability to effectively implement change strategies.

Values/attitudes

- appreciate that different people respond differently to change
- enjoy learning
- value the complexity of the change process
- appreciate the important role change plays in the workplace.

CONTENT

This unit will cover the following content areas:

- overview of change and Organisation Development
- models for organisation change
- techniques for analysis of change issues within organisations
- intervention strategies and skills
- managing and evaluating effective change programs.

LEARNING TASKS AND ASSESSMENT

Learning tasks	Assessment	Weighting
Reflective journal	Written journal	Ungraded
Individual assignment	Research essay or report	30%
Group project	Presentation and report	40%
	Examination	30%

Additional Assessment Criteria

It will be necessary for all assessable tasks to be submitted and a minimum **MN** grade attained in the final examination before an overall pass grading might be achieved.

METHODOLOGY

This unit will involve lectures, interactive tutorials and a significant block of private study. Reading, writing, tutorial preparation and project work outside class time will be an integral part of the learning process for this unit. Students must come prepared with the assigned readings so that meaningful discussion can be initiated primarily by the students themselves. Several in-class and out-of-class exercises will also have to be worked out individually and in groups by the class participants.

REFERENCES

- French, W.L., Bell, C.H. & Zawaacki, R.A. (2005). *Organization development and transformation: Managing effective change* (6th ed.). Boston: McGraw-Hill Irwin.
- Graetz, F., Rimmer, M., Lawrence, A. & Smith, A. (2006). *Managing organisational change*. (2nd Australasian ed.). Milton, Qld.: John Wiley & Sons Australia.
- Harvey, D. & Brown, D. F. (2006). *An experiential approach to organisation development* (International 7th ed.). Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Hayes, J. (2002). *The theory and practice of change management*. Houndmills, Hampshire: Palgrave Macmillan.
- Waddell, D.M., Cummings, T.G. & Worley, C.G. (2004). *Organization development and change* (Pacific Rim 2nd ed.). Southbank, Vic.: Thomson.
- Senior, B. (2002). *Organisational change*. (2nd ed.). Harlow, Essex: Financial Times Prentice Hall.