

Introduction to the unit
and Managing Change.

Who Moved My Cheese?

MGC3130 Tutorial

Week 1

Contact Details

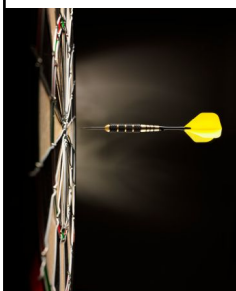


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Aims (what are we doing here?)
From the lecture today.....

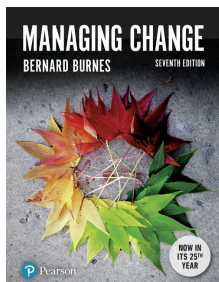


1. Develop an understanding and appreciation of:
 - The background to how we view & react to **change** today
 - **The social and historical context of this and...**
 - **How this has shaped theory and continues to (re)shape it today**
2. Develop skills in:
 - Research and reporting (oral and written)
 - Reflection and evaluation *as a change agent*
 - **Relevance and application of theory to help solve organisational problems and issues today & into the future**
 - **i.e...practice....theory...practice again...etc.**

Administrivia

Recommended text

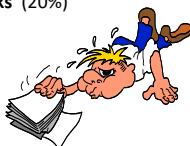
- Burke, B. (2014) *Managing Change* 7th edition
 - **Hard-copy** available
 - OR
 - **e-book version** for \$60 directly from Pearson
 - Am now updating from 6E to 7E (hang-on)



Assessment

1 Individual involvement in group work/tasks (20%)
Starts today & *in every class...got the hint?*

2. Students' Group Presentations with an Infographic Poster/Report (35%)
Ongoing, Weeks 5 - 11



3. Managing Change Essay (20%) Due in class Week 8
Topic already up on Moodle. **Individual**

3 Reflections on Change (RoC) Journal (25%)
Individual paper due Week 12; **Start it THIS week!**

In order to pass this unit, **you must attempt ALL pieces of assessment**

MGC3130 Assessment Summary

	Assessment task	Value	Due date
1	Individual involvement in group work/tasks	20%	Weekly throughout the semester (Weeks 1 - 11); involves a no' of tasks.
2	Group Project Students' Group Presentations with an Infographic Poster/Report	35%	Ongoing from Week 5 to Week 11
3	Managing Change Essay	20%	Due week 8
4	Reflections on Change Journal	25%	Due week 12 (But start NOW!)

Assessment starts now; an example of individual & group weekly work/tasks?

e.g. **Disruptive technologies** small group task

In a small group you & your colleagues will be responsible in your designated week for introducing, presenting and leading a discussion with the class on a pre-determined "Disruptive Technology" e.g. **IR V1.0 in 18thC Europe (East Africa today?)**



The 'team' will then present a particular problem/issue confronting a particular industry/organisation via that new technology to the class.

The 'class members' then take responsibility in attempting to 'determine' its possible effects & possible solutions on that industry/organisation for both today & into the future.

Assessment

Individual involvement in group work/tasks?

Disruptive technologies small group task

Week	Disruptive Technology	Group
1	Industry V4.0 (& IoT)	Today
2	Prescriptive Analytics (include Big Data, Hadoop, Quantum computing)	
3	Blockchain Technology (Cryptocurrencies, etc.)	
4	CRISPR & Genomics	
5	AI & Deep Learning (& Bot to Bot)	
6	Immersive Experiences (VR, AR & Mixed Reality)	
7	High-speed Travel	
8	Cloud-to-edge computing	
9	Nano Technology	
10	Sustainable Practices & the Circular Economy	
11	Renewable & Clean Energy	

Introduction to the unit and Managing Change

Readings List Week 1

Topic 1: Introduction to Managing Change

- Chapters 4 & 5 extracts of: *Managing organizational change: a multiple perspectives approach* in **Managing organizational change: a multiple perspectives approach**
- A theoretical framework of organizational change*. Article by Jacobs, Gabriele; Witteloostuijn, Arjen van; Christe-Zeyse, Jochen 2013 Journal of Organizational Change Management, 2013, Vol.26(5), pp. 772-792

The only constant factor in our history has been this '*recent*' phenomenon; "**Change**"

but change has been with us...forever?

Let's look at an early change experience

Video 3 mins: <http://www.youtube.com/watch?v=pQHx-SjgQvQ>



...& many suggest, the only constant factor **in our future** will be "**Change**"

The future? What are 'some' saying?

Q. Will a human live for ever?

Cryonics was the Walt Disney solution, but today it's **WBE** (Whole Brain Emulation or Brain Uploading; BBC News report; Russian Billionaire & WBE: <https://www.bbc.com/news/magazine-35786771>)

Q. Do we need "computers"? (The 'reverse' in the Matrix movie: <https://www.youtube.com/watch?v=vX5vRU6x7s>)

...or is a better way a network of tiny electrodes linked to your brain that will allow us to communicate wirelessly with the world. See; Elon Musk's **Neuralink**: <https://www.neuralink.com/> & Techradar: <https://www.techradar.com/au/news/neuralink>

& yet **Futurism** claims the 'link' has already been made: <https://futurism.com/researchers-have-linked-a-human-brain-to-the-internet-for-the-first-time-ever/>

...there is a lot of change coming...& the question is "how can you manage it to both you & your organisation's benefit?"

Hence, welcome to "Managing Change"

Today's topic

The rise of *Organisation Management* & the subsequent "quest" to find the "best-way" to manage today & into the future

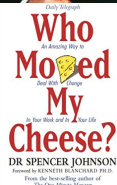
Where it all started...."Change Management" & "Organisational Design – OD"

Who Moved My Cheese (1998) by Dr Spencer Johnson ► Animated

Book Summary: Video first 1 min only:

<https://www.youtube.com/watch?v=VsSNMzgsE7U>

Whilst raising the issue of OD, it raised the bigger concern about having to constantly adapt to an ever changing environment....i.e. to keep managing this constant change to our benefit.



Constantly managing change?

As we heard in the lecture, the Industrial Revolution was a major shift of technological, political, socioeconomic and cultural conditions in the late 18th and early 19th century that began in Britain and spread throughout the world.



Left, a typical "industrial City", North England C1830. During that time, an economy based on manual labour was replaced by one dominated by industry with large-scale manufacture by steam (& later electric) powered machinery.

And, in this environment, the new factory owners were desperate to find the 'right formula' to improve productivity and efficiency.

Please refer to the Case Study: *Case Study; Wedgwood : an 18thC example of Managing Change*

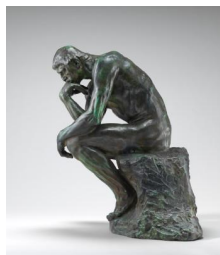
From Trial and Error to the Science of Management

Now from the lecture, let's recall the key themes:

- **Industrialisation** - from a **subsistence (barter)** to a **money-market economy**....& this, as we shall see, *is STILL happening around the world*
- The main enabling mechanism - the creation of the **factory system (called the (first) Industrial revolution or IR V1.0)**...., & this as we shall see, *is also STILL happening around the world*
- The result was the **creation of larger and more complex organisations** or businesses **in the western world** in the late 19th - early 20thC but they brought with them:
 - increased problems in managing labour and
 - continuous changes to working practices and technology.
-& this, as we shall see, *is also STILL happening around the world right now.....*

The rise of **Organisation Management** (& the subsequent "quest" to find the "best-way" to manage)

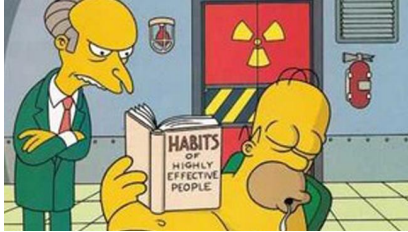
- And I will argue that the rise of **organisation approaches** experimented with & adopted by managers which grew into **theories** (i.e. the ongoing experimentation by these owner-managers on how to best manage these new organisations) was synonymous with the need by managers to legitimise and enhance their authority to **initiate the changes they needed & wanted**.



The Industrial Revolution 1.0 and Employee Relations

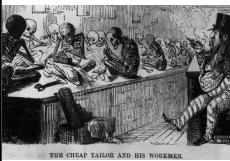
Recall from the lecture, employers based their attitude towards employees on two basic propositions:

1. Labour is unreliable, lazy and will only work when tightly controlled and closely supervised.



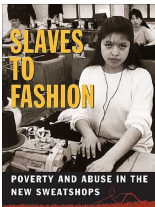
The Industrial Revolution and employee relations

and



2. The main controllable business cost was labour:

Therefore, the key to increased profits is to **make it cheaper, and/or increase its productivity**, by getting employees to work harder, or for longer hours, for the same, or less, money (Punch's **satirical version** LHS)



This attitude spread throughout Western Europe and North America during the 19th century, & eventually affected most of the world....

& let's prove that now.....because this is the world that you are about to become a player in.

And you might want to do something about it....???

Prior to the Industrial Revolution, in Europe, there was an 18th Century exodus from rural to urban life (this is happening TODAY in Asia, Central America & Africa...)



Today's 21st C Asian Exodus from the countryside to the cities

Mass exodus of Chinese from the NE/NW into the major cities looking for work (and a wife)

Similar mass exodus of the rural population to the major cities in India



Today's 21st C Central Asian and African Exodus from the countryside to the cities

The largest exodus in history—a move to urban centres—is underway in Kabul, Afghanistan's capital city (Population = 3m+)

Similar mass exodus of rural populations into Lagos (Nigeria) causing chaos in the unprepared city (Popn: 1950=300,000; 1970=1m; 2008=14m; today=21m (est)) See Video: Population growth and Poverty in Lagos: <http://www.youtube.com/watch?v=LFgb18dPBZo>



Prior to the Industrial Revolution in the 18th Century all manufacturing was done via **Cottage Industry** (i.e. Today's "Modus Operandi" in most 3rd world Economies...)

See: http://www.youtube.com/watch?v=1dSjch5_UZA



The Slums of Asia today
Many are country workers living in the city
.....& many are working from home

In Kowloon, China Chinese cottage industry in the 80-90's- **rapidly changing** today:
<http://www.youtube.com/watch?v=QPuwVfmQWWg>



In Mumbai, India Making Matches:
Matches:
<http://www.youtube.com/watch?v=xIRF8BEFoHc>



India's Cottage Industries today

Out of the rubbish: Dharavi (in Bombay = Mumbai), Asia's largest slum: How they work and survive: Mumbai slum dwellers turn rubbish into small fortunes
<http://www.youtube.com/watch?v=QtHi6ewEiD8&list=P L4D7DD3EC26682D55>








Management Milestones....again

English Child Labour (top: Circa 1848; bottom: Circa 1900)




Asia: Child Labour TODAY (Top: Today in Bangladesh; Bottom: Pakistan)




**The Industrial revolution...another time & place...
Asia's changing industrial landscape**

Vietnam Today



**.....& Vietnam Today
Transformative change**



**The Industrial Revolution continues
'Today'**

Vietnam then/now.....



**Vietnam future/today....
Transformative change**



The Industrial Revolution 'Today'

Turkey then/now.....



**Turkey future/today....
Transformative change**



The Industrial Revolution 'Today'

Fiji then/now.....



Fiji future/today....
Transformative change

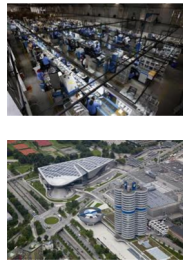


The Industrial Revolution 'Today'

Brazil then/now.....



Brazil future/today....
Transformative change



The Changing World?

So the world experienced dramatic transformative change with the coming of the Industrial Revolution (V1.0) from a slow start in Europe in the early 18thC through till today.

And, as we have just seen, this version of the IR is still changing the lives of millions of people around the world today.

Also, I hope you can see that historically the evolution of business strategy-theory was really an attempt by managers to try and effectively deal with "managing change" and this is still happening in many parts of today's 3rd world.

This should give you a basic understanding of the strategic importance and business value of organisation's managing this change effectively. Hence this course – "Managing Change"

The purpose of what we have just seen is my attempt to introduce YOU to your (future-current) world.

This is where you will be "doing business"- across IR V1.0-4.0

IR V1.0 - V4.0?

Again - **the world** experienced dramatic change with the coming of the Industrial Revolution (V1.0) in Europe in the early 18thC right through until today.

But, the western world, whilst STILL being affected by the 3rd world's IR V1.0 has experienced newer & different versions of the IR since e.g.

- **IR V2.0** The "Electrical Revolution" (In the west 1910-late1990s)
- **IR V3.0** The "Digital Revolution" (of late 20thC to today) &



- **IR V4.0** The "Cyber-Physical Revolution" (the current to new future?)
- **Again – your World**

The Fourth Industrial Revolution (V4.0)

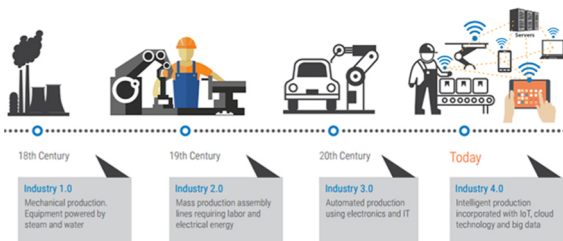
What is the Fourth Industrial Revolution? (6 mins):

<https://www.youtube.com/watch?v=qhLvYfLoWE>

TV Commercial by GE 2014 (USA) : The Boy Who Beeps: **IR v4.0**:

<https://www.youtube.com/watch?v=MG2cMVch48k>

See "Graphic" below



The Fourth Industrial Revolution

- The Fourth Industrial Revolution, or "**Industry 4.0**", is & will continue to change how we live, work and communicate.
- It's currently starting to reshape government, education, healthcare, and commerce—I'd suggest that **almost every aspect of your life will be affected**.
- In the future, it can also change the things we value and the way we value them.

The Fourth Industrial Revolution is here



- It can change our relationships, our opportunities, and our identities as it changes the physical and virtual worlds we inhabit and even, in some cases, our bodies (See article: <https://www.news.com.au/technology/science/human-body/swedish-company-epicenter-implants-microchips-into-employees/news-story/5c48700ebb54262ae389db085593ab12>) & Video 2 min: <https://www.youtube.com/watch?v=EchQGn04EHQ>

Videos; **Disruptive Technologies** **Industry 4.0**

Warwick University Business School

What is the Internet of Things?: Video 5 mins: We are now in the third wave of the Internet. Connected experiences, services and spaces are shaping our everyday lives. Wearable technology, *connected* transportation, objects and devices are a reality. The possibilities seem unlimited, but what will the future look like? Video 5 min <https://www.youtube.com/watch?v=v0CE2La09d4>

IR V4.0 & the new technologies; an example of how it works Video 2 mins: called **Autodesk Generative Design**: <https://www.youtube.com/watch?v=CTY8FMzmWfU>
N.B. Using Biomimicry



Week 1 The rise of organisation theory **Tutorial Activities; Industry 4.0**

A. Individually

Do the Industry 4.0 quiz provided in the H/O (On Moodle)

B. In a small group, answer the following questions;

1. Will children born in 2018 ever drive a car?
2. How could the IR 4.0 change how a smaller fashion retailer orders and stores their stock?
3. What could a fast-food organisation, utilising IR 4.0 technologies, do to dramatically lower their costs and improve the quality and speed of their customer services?



