



# HRMT19020 *Managing Organisational Change*

## Term 2 - 2017

Profile information current as at 29/04/2024 01:54 pm

All details in this unit profile for HRMT19020 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

## General Information

### Overview

This unit will commence with an overview of the various theories of organisations and the interrelatedness of the internal and external environments, structure, technology, size and function. The unit will then cover the various theories and models of organisational development including the role of change agents, intervention strategies and the various approaches to both diagnosis and evaluation of organisational interventions. Case study exercises will be used to give students the opportunity to develop practical skills based on theoretical concepts learned in this unit.

### Details

Career Level: *Undergraduate*

Unit Level: *Level 3*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

Prerequisite:- One year (fulltime) of the degree completed (48 units of credit)

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

### Offerings For Term 2 - 2017

- Brisbane
- Distance
- Mackay
- Melbourne
- Rockhampton
- Sydney

### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Written Assessment**

Weighting: 30%

#### 2. **Online Quiz(zes)**

Weighting: 20%

#### 3. **Written Assessment**

Weighting: 50%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Student Feedback - Have your Say

##### Feedback

Additional learning material each week would have added to the course. Further course material can be posted which can help further learning

##### Recommendation

It is recommended that additional learning resources as appropriate be provided to support the weekly core content.

#### Feedback from CC self-reflection and Student Feedback - Have your Say

##### Feedback

Further improvements to weekly resources available for students

##### Recommendation

It is recommended that additional content capture video/audio be provided to support the students' learning journey

## Unit Learning Outcomes

**On successful completion of this unit, you will be able to:**

1. identify and critically discuss the barriers to organisational change
2. compare and contrast the main theories, methods and techniques of organisational change management
3. develop and implement an organisational change strategy
4. communicate effectively the analysis, diagnosis and proposals for change in such a way as to influence key stakeholders in and around the organisation
5. work effectively in group settings to achieve meaningful outcomes.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Written Assessment - 30%	•	•	•		
2 - Online Quiz(zes) - 20%		•			
3 - Written Assessment - 50%	•	•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Communication	•	•	•	•	
2 - Problem Solving	•	•	•	•	•
3 - Critical Thinking	•	•	•	•	•
4 - Information Literacy		•	•	•	
5 - Team Work	•	•	•	•	•
6 - Information Technology Competence	•	•	•	•	•
7 - Cross Cultural Competence	•	•	•		•
8 - Ethical practice			•	•	
9 - Social Innovation					
10 - Aboriginal and Torres Strait Islander Cultures					

## Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Written Assessment - 30%	•	•	•	•	•		•			
2 - Online Quiz(zes) - 20%	•	•	•			•				
3 - Written Assessment - 50%	•	•	•	•		•		•		

## Textbooks and Resources

### Textbooks

HRMT19020

#### Prescribed

##### **The Science of Successful Organizational Change**

Edition: 1 (2015)

Authors: Gibbons, P

Pearson

USA

ISBN: ISBN-13: 978-0-13-400033-6

Binding: Paperback

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#### Supplementary

##### **Your Business Degree 2**

Edition: 2 (2015)

Authors: McCulloch, R & Reid, A

Pearson

Melbourne , Victoria , Australia

ISBN: 9781486006366

Binding: Paperback

#### Additional Textbook Information

**Note: McCulloch and Reid is a common resource within the School of Business and Law. If you have a previous edition, there is no need to upgrade to the current edition.**

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Maree Franettovich** Unit Coordinator

[m.franettovich@cqu.edu.au](mailto:m.franettovich@cqu.edu.au)

## Schedule

### Week 1 - 10 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
What is change?	Introduction	

### Week 2 - 17 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Why do change attempts fail?	Chapter 1 pp 17 - 25
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### Week 3 - 24 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Perspectives on change	Chapter 1 pp 26 - 34	

### Week 4 - 31 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Agile change	Part I & Chapter 2 pp 37 - 68	

### Week 5 - 07 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
Change strategy & risk	Part II & Chapter 3 pp 71 - 100	Team registration due in Moodle by Friday 11 August 2017 11:45PM.

### Vacation Week - 14 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
		Review of unit materials and work towards the successful completion of assessment tasks.

### Week 6 - 21 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
Decision-making in complex & ambiguous environments	Chapter 4	<b>Essay (1,500 words)</b> Due: Week 6 Monday (21 Aug 2017) 11:45 pm AEST

### Week 7 - 28 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
Biases & failed strategies	Chapter 5	Assessment 3 - Team Charter submitted by Friday 1 September 2017 11:45PM AEST.

### Week 8 - 04 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Change tactics & human behaviour	Part III & Chapter 6 pp 157 - 187	

### Week 9 - 11 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
The science of changing behaviours	Chapter 7	

### Week 10 - 18 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
The science of changing hearts and minds	Chapter 8	<b>Online Quiz - Individual</b> Due: Week 10 Friday (22 Sept 2017) 11:45 pm AEST

### Week 11 - 25 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Leading with science	Chapter 9	Student team presentations commence for on-campus students.

### Week 12 - 02 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
Review	All	Student team presentations conclude for on-campus students.

### Review/Exam Week - 09 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic

Oncampus students submit Assessment Documents.  
Distance students submit Assessment Documents.

**Team Report (1,500 words) and Team Presentation** Due:  
Review/Exam Week Monday (9 Oct 2017) 11:45 pm AEST

## Exam Week - 16 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
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## Assessment Tasks

### 1 Essay (1,500 words)

#### Assessment Type

Written Assessment

#### Task Description

This is an individual assessment. The essay should be 1,500 words (+/- 10%).

To do well in this essay, students are required to read and research beyond the prescribed text and draw on extensive academic literature, as well as use organisational examples as appropriate.

This assessment is designed to further develop critical appraisal of organisational issues and specifically analysing approaches to change management.

Further requirements regarding this assessment are available on the Moodle site.

#### Assessment Due Date

Week 6 Monday (21 Aug 2017) 11:45 pm AEST

Online via the online submission system in Moodle

#### Return Date to Students

Assessments will be returned after the marking and moderation processes are completed.

#### Weighting

30%

#### Assessment Criteria

##### CONTENT: Does your essay demonstrate:

- a thorough knowledge and critical analysis of the change management issues within a well developed academic essay? **(20%)**
- a critical review of the academic literature relevant to the identified change management issues, integrated effectively throughout the essay to evidence the critical analysis? **(20%)**
- appropriateness of evidence-based responses relevant to the change management issues? **(20%)**
- appropriate use of argument including a properly constructed introduction and comprehensive conclusion? **(10%)**
- relevant and accurate use of the academic literature? (Minimum to pass [8/15] this criterion is EIGHT (8) scholarly references which must include the prescribed textbook, plus SEVEN (7) relevant academic peer reviewed journals.) **(15%)**

##### PRESENTATION: Does your essay demonstrate:

- clarity of expression - grammar, punctuation and correct spelling using Australian English? **(5%)**
- strict conformity to the referencing protocol as set out in the CQU Abridged Guide to APA Referencing Style? **(5%)**
- appropriate presentation including formatting as required by the *Assignment Writing Requirements* document and presented within 1500 (+/- 10%)? **(5%)**

#### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Learning Outcomes Assessed**

- identify and critically discuss the barriers to organisational change
- compare and contrast the main theories, methods and techniques of organisational change management
- develop and implement an organisational change strategy

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Cross Cultural Competence

## 2 Online Quiz - Individual

**Assessment Type**

Online Quiz(zes)

**Task Description**

**The quiz comprises 20 questions and will reflect learnings up to and including Week 10.**

It is your responsibility to complete the online quiz by the time and date shown below which in turn aligns with the unit website. Extensions to the test dates are **NOT** possible. You will not be allowed to take the quiz more than once. You are encouraged to do the quiz well ahead of the closing date to compensate for any IT difficulties you may encounter.

**Please Note:** All times shown are Australian Eastern Standard Time - you will need to adjust for your own time zones (that is: living outside Queensland). The online tests are available 24 hours a day and seven (7) days a week. It is your responsibility to ensure you have a suitable internet connection.

**Number of Quizzes**

1

**Frequency of Quizzes****Assessment Due Date**

Week 10 Friday (22 Sept 2017) 11:45 pm AEST

Students should complete the Online Quiz by the deadline.

**Return Date to Students**

Result is shown in Moodle.

**Weighting**

20%

**Assessment Criteria**

No Assessment Criteria

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Learning Outcomes Assessed**

- compare and contrast the main theories, methods and techniques of organisational change management

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Technology Competence

## 3 Team Report (1,500 words) and Team Presentation



## Assessment Type

Written Assessment

### Task Description

This is a team assessment with two parts: Part A = a written report and Part B = a team presentation (all must participate) using an appropriate presentation tool e.g. PowerPoint.

(NB. Distance students are required to form virtual teams (three members) and as a minimum are required to produce a visual presentation with voiceover.)

The objective of this assessment is to examine students' ability to work effectively and productively in a team, constructively evaluate a change management initiative and implementation issues, and construct and present structured, evidence-based argument.

The student team is to identify an organisation where a change initiative has been implemented or could be implemented. The organisation can be a for-profit or not-for-profit organisation or even a government organisation.

To successfully complete this team assessment you need to:

- Identify an organisation in Australia that is implementing or has recently implemented a significant change initiative within the last five (5) years
- Interview an appropriate level manager from that organisation (evidence of interview to be provided)
- Explain the organisation's change initiative in the context of the strategic focus and competitive advantage/sustainability
- Explain why this initiative was required, supported by change concepts, principles, and approaches
- Evaluate the success of the change initiative to date or the likelihood of its success
- Write a report about the change initiative to submit to the Chief Executive Officer (CEO) and Executive Management team at the organisation; and
- Develop and present your report findings to the CEO and Executive Management team in the context of a meeting (Team presentation)

Part A = a written report which must be 1,500 words (+/- 10%) and incorporate at least TEN (10) scholarly references which must include the textbook plus NINE (9) relevant peer reviewed academic journal articles.

Part B = a team presentation based on the written report whereby each team member must contribute to the PowerPoint and present their component (min. as part of the voice over to the PowerPoint for DISTANCE students) for a total of 4 minutes each team member, so the presentation is a total of 12 minutes. In the presentation, students are encouraged to use innovative ways to more effectively present the team's ideas to the Executive Management team. Oncampus students will present in class and report and presentation documents are to be submitted by the online Assessment due date on Moodle. Distance students will upload Team Report and the Team Presentation.

Teams will comprise 3 members.

All teams must register in Moodle by Friday 11 August of Week 5, and develop and submit a *Team Charter* by Friday 1 September of Week 7.

All students must undertake a self assessment and peer assessment via a SPA.

**Further requirements regarding this assessment are available on the Moodle site.**

### Assessment Due Date

Review/Exam Week Monday (9 Oct 2017) 11:45 pm AEST

Online via the online submission system in Moodle.

### Return Date to Students

Submissions will be returned and marks available after Grade Certification.

### Weighting

50%

### Assessment Criteria

**CONTENT: Does your submission demonstrate:**

- Team Charter submission **(5%)**
- a thorough knowledge and critical analysis of the change management issues within a well developed business report? **(15% Report) (5% Presentation)**
- a critical review of the academic literature relevant to the identified change management issues (which should be embedded in the discussion, not presented separately)? **(15% Report) (5% Presentation)**
- appropriateness of evidence-based response relevant to the change management issues? **(10% Report) (5% Presentation)**
- appropriate use of argument including a properly constructed introduction and comprehensive conclusion? **(5% Report) (5% Presentation)**
- relevant and accurate use of the academic literature? (Minimum to pass this criterion is at least TEN (10) scholarly references which must include the textbook plus NINE (9) relevant peer reviewed academic journal articles in the Report and a minimum of FIVE (5) relevant and appropriate references used to support the content

- of the report you choose to feature in the presentation.) **(10% Report) (5% Presentation)**
- Completion of the self and peer assessment **SPA (5%)**

**PRESENTATION: Does your submission demonstrate:**

- Report format: professionalism of the business report; clarity of expression - grammar, punctuation and correct spelling using Australian English? **(3% Report)**
- Presentation: professional approach including presentation tool; team member presentation skills, respective contributions, creativity **(2% Presentation)**
- strict conformity to referencing style of the referencing protocol as set out in the CQU Abridged Guide to APA Referencing Style? **(3% Report) (2% Presentation)**

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online Group

**Submission Instructions**

Please upload your Report and Presentation via Moodle.

**Learning Outcomes Assessed**

- identify and critically discuss the barriers to organisational change
- compare and contrast the main theories, methods and techniques of organisational change management
- develop and implement an organisational change strategy
- communicate effectively the analysis, diagnosis and proposals for change in such a way as to influence key stakeholders in and around the organisation
- work effectively in group settings to achieve meaningful outcomes.

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Ethical practice

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



#### Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



#### Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



#### Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem