



# HRMT19020 *Perspectives on Organisational Change*

## Term 2 - 2020

Profile information current as at 18/04/2024 04:20 am

All details in this unit profile for HRMT19020 have been officially approved by CQU University 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 explores the dynamics of change in a business environment of volatility, uncertainty, complexity and ambiguity. You will gain a critical understanding of the different perspectives to leading and managing organisational change, and the theories and models that underpin them. The unit also examines how organisations respond to the pressures of the turbulent business environment to remain competitive. You will consider the concept of change-agility as a useful ideal at which business can aim, and the pace at which organisations can innovate or adapt in the interests of long-term viability.

### 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:- Successful completion of 72 credit points.

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 - 2020

- Melbourne
- Online
- 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. **Report**

Weighting: 40%

#### 2. **Group Work**

Weighting: 50%

#### 3. **Self assessment**

Weighting: 10%

### 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 - Unit evaluation

##### Feedback

The group task, assessment and textbook are commended.

##### Recommendation

Continue with mix of assessment tasks, including a group assessment with progressive tasks for the group assessment.

#### Feedback from Student feedback - Unit evaluation

##### Feedback

Additional information on assessment criteria sheets would be helpful

##### Recommendation

Consider the mix of tools to provide explanations on assessment requirements.

## Unit Learning Outcomes

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

1. Identify and critically discuss organisational change failure.
2. Evaluate different perspectives on, and approaches to, organisational change and the theories and assumptions that underpin them.
3. Analyse and critique an organisational change strategy, and discuss the impact of the strategy on the organisation, and groups, and individuals within the organisation.
4. Prepare effective communications regarding change initiatives that can positively influence key organisational stakeholders.
5. Engage and collaborate with team members to critically analyse organisational change strategies.

## 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 - Report - 40%          | •                 | • | • |   |   |
| 2 - Group Work - 50%      |                   | • | • | • | • |
| 3 - Self assessment - 10% |                   |   |   |   | • |

### 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 - Report - 40%          | •                   | • | • | • |   | • | • |   |   |    |
| 2 - Group Work - 50%      | •                   | • | • | • | • | • | • | • |   |    |
| 3 - Self assessment - 10% | •                   |   | • |   |   | • |   | • |   |    |

## Textbooks and Resources

### Textbooks

There are no required textbooks.

### 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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Upamali Amarakoon** Unit Coordinator  
[u.amarakoon@cqu.edu.au](mailto:u.amarakoon@cqu.edu.au)

## Schedule

### Week 1 - 13 Jul 2020

| Module/Topic    | Chapter                          | Events and Submissions/Topic |
|-----------------|----------------------------------|------------------------------|
| What is change? | Readings on the Unit Moodle Site |                              |

### Week 2 - 20 Jul 2020

| Module/Topic                 | Chapter                          | Events and Submissions/Topic |
|------------------------------|----------------------------------|------------------------------|
| Change in a VUCA environment | Readings on the Unit Moodle Site |                              |

### Week 3 - 27 Jul 2020

| Module/Topic   | Chapter                          | Events and Submissions/Topic |
|----------------|----------------------------------|------------------------------|
| Change Failure | Readings on the Unit Moodle Site |                              |

### Week 4 - 03 Aug 2020

| Module/Topic    | Chapter                          | Events and Submissions/Topic |
|-----------------|----------------------------------|------------------------------|
| Change Theories | Readings on the Unit Moodle Site |                              |

### Week 5 - 10 Aug 2020

| Module/Topic   | Chapter                          | Events and Submissions/Topic   |
|----------------|----------------------------------|--|
| Change Agility | Readings on the Unit Moodle Site | <b>GROUP REGISTRATION DUE:</b> Week 5 Monday (10 Aug. 2020) 11:45PM AEST on Moodle |

### Vacation Week - 17 Aug 2020

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

### Week 6 - 24 Aug 2020

| Module/Topic                                    | Chapter                          | Events and Submissions/Topic  |
|---|----------------------------------|---|
| The Change Mindset; People; Changing Behaviours | Readings on the Unit Moodle Site | <b>BUSINESS REPORT (INDIVIDUAL)</b><br>Due: Week 6 Monday (24 Aug 2020) 11:45 pm AEST |

### Week 7 - 31 Aug 2020

| Module/Topic      | Chapter                          | Events and Submissions/Topic  |
|-------------------|----------------------------------|---|
| Change Leadership | Readings on the Unit Moodle Site | <b>GROUP CHARTER DUE:</b> Week 7 Monday (31 Aug. 2020) 11:45PM AEST on Moodle |

### Week 8 - 07 Sep 2020

| Module/Topic         | Chapter                          | Events and Submissions/Topic |
|----------------------|----------------------------------|------------------------------|
| Resistance to Change | Readings on the Unit Moodle Site |                              |

**Week 9 - 14 Sep 2020**

| Module/Topic  | Chapter                          | Events and Submissions/Topic |
|---|----------------------------------|------------------------------|
| Decision-making in complex & ambiguous environments | Readings on the Unit Moodle Site |                              |

**Week 10 - 21 Sep 2020**

| Module/Topic    | Chapter                          | Events and Submissions/Topic  |
|-----------------|----------------------------------|---|
| Change Strategy | Readings on the Unit Moodle Site | <b>GROUP REPORT and GROUP PRESENTATION</b> Due: Week 10 Monday (21 Sept 2020) 11:45 pm AEST |

**Week 11 - 28 Sep 2020**

| Module/Topic                        | Chapter                          | Events and Submissions/Topic |
|-------------------------------------|----------------------------------|------------------------------|
| Future Directions: The "new normal" | Readings on the Unit Moodle Site |                              |

**Week 12 - 05 Oct 2020**

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
| Review       |         |                              |

**Review/Exam Week - 12 Oct 2020**

| Module/Topic | Chapter | Events and Submissions/Topic   |
|--------------|---------|--|
|              |         | <b>PERSONAL REFLECTION (INDIVIDUAL)</b> Due: Review/Exam Week Monday (12 Oct 2020) 11:45 pm AEST |

**Exam Week - 19 Oct 2020**

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|              |         |                              |

## Assessment Tasks

### 1 BUSINESS REPORT (INDIVIDUAL)

**Assessment Type**

Report

**Task Description****Purpose**

This assessment task gives you the opportunity to enhance your research, analysis, critical thinking and written communication skills, particularly in relation to developing an argument in the context of business report writing.

**Task Description**

You are required to write a BUSINESS REPORT (1600 words +/- 10%). You are expected to engage in extensive research of the academic literature (peer reviewed journals) relevant to the task and evidence your argument from scholarly sources as well as other relevant reference material, including using organisational examples.

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

Please do not commence this Assessment without referring to the specific Assessment Task information provided on the Moodle site for this Unit.

Penalties for late submission are applied according to the Policy.

**Assessment Due Date**

Week 6 Monday (24 Aug 2020) 11:45 pm AEST

Online via the online submission system on the Moodle Unit site.

## Return Date to Students

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

### Weighting

40%

### Assessment Criteria

#### Assessment Item 1 - Marking Criteria for the Business Report

##### CONTENT: Does your Report demonstrate

- a thorough knowledge and critical analysis of the change management issues within a well developed business report? (20%)
- a critical review of the academic literature relevant to the identified change management issues, integrated effectively throughout the report to evidence critical analysis? (20%)
- appropriateness of evidence-based responses relevant to the change management issues? (20%)
- appropriate structure to the argument including a properly constructed introduction and comprehensive conclusion, and recommendations? (10%)
- relevant and accurate use of the academic literature? (minimum to pass [7.5/15] this criterion is SIX (6) academic peer reviewed journal articles) (15%)

##### PRESENTATION: Does your Report demonstrate

- clarity of expression: grammar, punctuation and correct spelling using Australian English? (5%)
- strict conformity to the APA referencing protocol as set out in the CQU APA Referencing Guide; the referencing is appropriate and sufficient throughout the report? (5%)
- appropriate presentation including formatting as specified and presented within 1600 words +/- 10%? (5%)

### Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### Submission

Online

### Learning Outcomes Assessed

- Identify and critically discuss organisational change failure.
- Evaluate different perspectives on, and approaches to, organisational change and the theories and assumptions that underpin them.
- Analyse and critique an organisational change strategy, and discuss the impact of the strategy on the organisation, and groups, and individuals within the organisation.

### Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Cross Cultural Competence

## 2 GROUP REPORT and GROUP PRESENTATION

### Assessment Type

Group Work

### Task Description

This is a group assessment with two parts:

Part A = a written group report (all group members must contribute) and

Part B = a group presentation (all group members must participate) using an appropriate presentation tool e.g. PowerPoint

Group Registration and a Group Charter also form part of the assessment requirements.

Students are required to form groups (three members). The group is required to write a report and produce a visual presentation (e.g. PowerPoint) with voice over; each group member must be personally visible at the beginning of the

presentation.

The assessment examines your ability to work effectively and productively as a group, constructively evaluate organisational change management and implementation issues, and construct and present a structured, evidence-based argument.

You will be provided with a scenario.

Part A = a written report which must be 1600 words (+/- 10%) and incorporate as a minimum SEVEN (7) relevant academic peer reviewed journal articles.

Part B = a group presentation based on the content of the written report whereby each group member must contribute and present for a minimum of 4 minutes so the group presentation for three members is a total of 12 minutes. In the presentation, you are encouraged to use innovative ways to more effectively present the group's ideas to the Executive Management team.

ALL STUDENTS will upload the group voice-over presentation (e.g. PowerPoint) and the group report to Moodle.

Group registration - ALL GROUPS must be registered on Moodle by the due date.

Students are encouraged to find group members.

It is the responsibility of ALL STUDENTS to register as the member of the group on Moodle by the due date.

Please do not commence this Assessment without referring to the specific Assessment Task information provided on the Moodle site for this Unit.

Penalties for late submission are applied according to the Policy.

### **Assessment Due Date**

Week 10 Monday (21 Sept 2020) 11:45 pm AEST

Online via the assessment link on the Moodle Unit site

### **Return Date to Students**

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

### **Weighting**

50%

### **Assessment Criteria**

#### **Assessment Item 2 - Marking Criteria for the Group Report and Group Presentation**

#### **CONTENT: Does your submission demonstrate**

- registration of the group members on Moodle by due date? (5%)
- submission of the Group Charter by due date, and quality of content? (5%)
- a thorough knowledge and critical analysis of the change management issues within a well developed business report? (10% 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)
- relevant and accurate use of the academic literature? (Minimum to pass this criterion is at least SEVEN (7) relevant academic journal articles in the Report and a minimum of FIVE (5) relevant and appropriate references from the report references you choose to feature in the presentation.) (10% Report) (5% Presentation)
- a self-evaluation and contribution analysis? (10%)

#### **PRESENTATION: Does your submission demonstrate**

- Report format: professionalism of the business report; clarity of expression - grammar, punctuation and correct spelling using Australian English? (5% Report)
- Presentation: professional approach including presentation tool; team member presentation skills, respective contributions, creativity? (5% Presentation)
- strict conformity to the referencing style of the referencing protocol as set out in the CQU APA Referencing Style? (3% Report) (2% Presentation)

### **Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

## Submission

Online Group

## Learning Outcomes Assessed

- Evaluate different perspectives on, and approaches to, organisational change and the theories and assumptions that underpin them.
- Analyse and critique an organisational change strategy, and discuss the impact of the strategy on the organisation, and groups, and individuals within the organisation.
- Prepare effective communications regarding change initiatives that can positively influence key organisational stakeholders.
- Engage and collaborate with team members to critically analyse organisational change strategies.

## Graduate Attributes

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

## 3 PERSONAL REFLECTION (INDIVIDUAL)

### Assessment Type

Self assessment

### Task Description

#### Purpose

The primary purpose of this assessment item is to assist you to develop skills in critical thinking in the analysis of your personal readiness for change.

The secondary purpose of this assessment task is to give you the opportunity to enhance your analysis, critical thinking and written communications skills.

#### Description

This assessment task is all about YOU. You are required to write a personal reflection (500 words +/- 10%) critically discussing the results of your Change-Readiness Assessment Tool, including identifying focus areas in relation to change readiness that you want to develop to enhance your career options. This reflection must link to the key change concepts covered in this Unit.

Please do not commence this assessment without referring to the Assessment Task Information provided on the Moodle Unit site.

Penalties for late submission are applied according to the Policy.

#### Assessment Due Date

Review/Exam Week Monday (12 Oct 2020) 11:45 pm AEST

Online via the assesment link on the Moodle Unit site

#### Return Date to Students

Assessments will be returned and marks released after grade certification.

#### Weighting

10%

#### Assessment Criteria

##### Assessment 3 - Marking Criteria for the Personal Reflection

#### Does your submission demonstrate

**Introduction:** a properly constructed introduction to the reflection? (20%)

**Analysis:** appropriate reflective discussion of your personal readiness to change (Your completed change readiness

assessment tool must be included.); includes specific focus areas for development to enhance your career options; and discussion links to key concepts of this Unit? (50%)

**Conclusion:** a properly constructed conclusion to the reflection that draws together the discussion and links to the introduction? (20%)

**Communication:** Clarity of expression, language, grammar, punctuation, and correct spelling using Australian English; written in the first person? (5%)

**Presentation:** Appropriate presentation including formatting as specified; and presented within 500 words +/- 10%? (5%)

### **Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### **Submission**

Online

### **Learning Outcomes Assessed**

- Engage and collaborate with team members to critically analyse organisational change strategies.

### **Graduate Attributes**

- Communication
- Critical Thinking
- 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