



HRMT19020 *Perspectives on Organisational Change*

Term 2 - 2021

Profile information current as at 28/11/2021 06:51 pm

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 - 2021

- Melbourne
- Online
- 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 'Have Your Say' survey

Feedback

The textbook recommended in previous terms is from an organisational science background, and therefore not fully aligned with the rationale of this unit.

Recommendation

It is recommended to reintroduce a better change management textbook in the future.

Feedback from Unit coordinator

Feedback

Assessment support - Despite provision of detailed assessment task descriptions, marking rubrics, and guidance videos, some students struggle to understand assessment requirements and formats.

Recommendation

Where appropriate, provision of exemplar assessments is recommended. Such effort will supplement detailed assessment task descriptions, marking rubrics, and guidance videos already provided in the unit.

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					

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes								
	1	2	3	4	5	6	7	8	9
1 - Report - 40%	•	•	•	•		•	•		
2 - Group Work - 50%	•	•	•	•	•	•	•	•	
3 - Self assessment - 10%	•		•			•		•	

Textbooks and Resources

Textbooks

HRMT19020

Supplementary

Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change 5th Edition (2020)

Authors: Esther Cameron and Mike Green

Kogan Page

London, The United Kingdom

ISBN 9780749496982

Binding: eBook

Additional Textbook Information

The above textbook has been provided as a supplementary reading for this unit.

Both paper and eBook versions can be purchased at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code).

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

Karen Lin Mahar Unit Coordinator

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Schedule

Week 1 - 12 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
What is change?	Refer to e-reading list for the week	

Week 2 - 19 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Change in a VUCA environment	Refer to e-reading list for the week	

Week 3 - 26 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Change Failure	Refer to e-reading list for the week	

Week 4 - 02 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Change Theories Refer to e-reading list for the week

Week 5 - 09 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Change Agility	Refer to e-reading list for the week	ASSESSMENT 2 - GROUP REGISTRATION Due: Week 5 Monday (09 Aug. 2021) 11:45PM AEST on Moodle

Vacation Week - 16 Aug 2021

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

Week 6 - 23 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
The Change Mindset; People; Changing Behaviours	Refer to e-reading list for the week	ASSESSMENT 1 - BUSINESS REPORT (INDIVIDUAL) Due: Week 6 Monday (23 Aug 2021) 11:45 pm AEST

Week 7 - 30 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Change Leadership	Refer to e-reading list for the week	ASSESSMENT 2 - GROUP CHARTER Due: Week 7 Monday (30 Aug. 2021) 11:45PM AEST

Week 8 - 06 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Resistance to Change	Refer to e-reading list for the week	

Week 9 - 13 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Decision-making in complex and ambiguous environments	Refer to e-reading list for the week	

Week 10 - 20 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Change Strategy	Refer to e-reading list for the week	ASSESSMENT 2- GROUP REPORT and GROUP PRESENTATION Due: Week 10 Monday (20 Sept 2021) 11:45 pm AEST

Week 11 - 27 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Future Directions: The "new normal"	Refer to e-reading list for the week	

Week 12 - 04 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
Review		

Review/Exam Week - 11 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
		ASSESSMENT 3 - PERSONAL REFLECTION (INDIVIDUAL) Due: Review/Exam Week Monday (11 Oct 2021) 11:45 pm AEST

Exam Week - 18 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 ASSESSMENT 1 - BUSINESS REPORT (INDIVIDUAL)

Assessment Type

Report

Task Description

Purpose

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

Task Description

You are required to write a BUSINESS REPORT (1600 words +/- 10%) on a case/news-item provided to you in the unit Moodle site. To supplement the case/news item, you may refer to latest annual report and other information sources available in the public domain.

After analysing the information from the sources above, prepare a business report addressing the following:

- outline the changes and strategies that have been implemented or proposed by the case-study organisation,
- discuss the key factors driving the need for change,
- identify human resource development strategies that have been implemented and/or proposed by the case-study organisation to overcome resistance to change, and
- with reference to concepts and theories learnt in this unit, assess the case-study organisation's change management strategies and provide appropriate recommendations.

You are expected to engage in extensive research of the academic literature (peer reviewed journal articles) relevant to the task and evidence your argument from scholarly sources as well as other relevant reference material, including using organisational examples.

References: The assessment must include a minimum of six (6) peer reviewed journal articles.

Note: Please refer to the detailed Assessment Task Description and the Marking Rubric available in the unit Moodle site, prior to commencing this task.

Assessment Due Date

Week 6 Monday (23 Aug 2021) 11:45 pm AEST

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

Return Date to Students

Assessments will be returned after two working weeks, once 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%)

FORMAT: Does your Report demonstrate

- clarity of expression: grammar, punctuation and correct spelling using Australian English? (5%)
- strict conformity to the APA 7 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 ASSESSMENT 2- GROUP REPORT and GROUP PRESENTATION

Assessment Type

Group Work

Task Description

Purpose

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

Task description

Students are required to form groups (two to three members in each group). Based on a case/news item provided to you in the unit Moodle site, each group is required to write a report and produce a recorded presentation (e.g. PowerPoint with voice over). Each member has to contribute to your group's report and presentation.

This assessment task involves multiple steps.

Step 1 - Registration of your group: It is a responsibility of students to communicate with fellow students and register as groups by the due date. More information on group registration process will be provided to you via the unit Moodle site.

Step 2 - Submission of the 'Group Charter': Based on the 'Group Charter' format provided to you in the unit Moodle site, your group is required to complete your group's charter and submit by the deadline.

Step 3 - Group Report and Presentation

- **Part A - Group report** - Your group is required to prepare a written report of 1500 words (+/- 10%) to the executive team of the case-study organisation, addressing all key points provided to you in the assessment task description. You are also required to incorporate a minimum of SEVEN (7) relevant academic peer reviewed journal articles.
- **Part B - Group presentation** - Based on your report, your group has to prepare a 10 minute recorded presentation using an appropriate presentation tool (e.g. PowerPoint with voice over). Each member of the team has to present and the respective presenter should be visible in the recording. You are encouraged to use innovative ways to effectively present the group's ideas to the Executive Management team of the case-study organisation. You are also required to incorporate a minimum of FIVE (5) relevant academic peer reviewed journal articles.

Step 4 - Self evaluation and contribution analysis: Each student is required to complete the confidential self evaluation and contribution analysis document provided in the unit Moodle site and submit individually.

Penalties for late submission are applied according to the Policy.

Assessment Due Date

Week 10 Monday (20 Sept 2021) 11:45 pm AEST

Online via the assessment link on the Moodle Unit site

Return Date to Students

Assessments will be returned after two working weeks, once 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%)

FORMAT: 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 format and flow: 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

Submission Instructions

Group charter, report, and presentation can be submitted as a group (one submission per group); Self evaluation and contribution analysis has to be submitted individually.

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 ASSESSMENT 3 - PERSONAL REFLECTION (INDIVIDUAL)

Assessment Type

Self assessment

Task Description

Purpose

This assessment aims to :

- assist you to develop skills in critical thinking in the analysis of your personal readiness for change, and
- provide you the opportunity to enhance your analysis, critical thinking and written communications skills.

Task 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 provided in the unit Moodle site. Your reflection must include change readiness related areas 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 (11 Oct 2021) 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 as an Appendix); 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