



# HRMT20028 Organisational Change Management

## Term 2 - 2018

Profile information current as at 01/07/2022 02:06 pm

All details in this unit profile for HRMT20028 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

To survive in an increasingly competitive and dynamic environment, managers need to create innovative, change-ready organisations that are able to thrive and maximise their performance. This unit develops an understanding of organisational change, its antecedents, and its management and evaluation. Based on the concepts of strategic alignment, students examine organisational change from multiple frames or perspectives, at the organisational level. This unit critically examines organisational change and development aspects in its different forms and change management strategies for creating and sustaining innovative organisations. The unit seeks to develop diagnostic and prescriptive skills in relation to the management of organisational change while also encouraging the adoption of a critical perspective of the field. If you have successfully completed the unit HRMT20019 you should not enrol in this unit.

#### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

Pre requisite: HRMT20024 Managing Human Resources OR MGMT20129 People and Organisations.

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 - 2018

- Brisbane
- Distance
- Mackay
- Melbourne
- 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 Postgraduate 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. **Online Quiz(zes)**

Weighting: 25%

#### 2. **Written Assessment**

Weighting: 35%

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

Weighting: 40%

### 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

##### Feedback

Online quizzes need reviewing to assess their relevance, adequacy of time frames and ability to encourage critical thinking.

##### Recommendation

To replace online quizzes with an alternate assessment that aligns with existing learning outcomes.

## Unit Learning Outcomes

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

- critically analyse organisational change and development theories and associate organisational change as an element of organisational development;
- compare and contrast an organisation's internal and external environmental forces which affect organisational change initiatives;
- critically consider alternative approaches to implementation of change within an organisation;
- assess and discuss the role of managerial leadership within an organisation wide change initiative, plan and implementation process; and
- evaluate process and success measures of change management in organisational contexts.

## 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 - Online Quiz(zes) - 25%	•		•	•	
2 - Written Assessment - 35%		•	•	•	•
3 - Written Assessment - 40%		•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	○	○	○	○	○
2 - Communication		○	○	○	○

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
3 - Cognitive, technical and creative skills	○	○	○	○	○
4 - Research	○	○	○	○	○
5 - Self-management	○	○	○	○	○
6 - Ethical and Professional Responsibility		○	○	○	○
7 - Leadership			○	○	
8 - 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
1 - Online Quiz(zes) - 25%	○	○	○		○			
2 - Written Assessment - 35%	○	○	○	○	○	○	○	
3 - Written Assessment - 40%	○	○	○	○	○	○	○	

## Textbooks and Resources

### Textbooks

HRMT20028

#### Prescribed

#### Organisational Change: Development and Transformation

Edition: 6 (2016)

Authors: Waddell, Creed, Cummings & Worley

Cengage Learning Australia

South Melbourne, Victoria, Australia

ISBN: 9780170366687

Binding: eBook

#### Additional Textbook Information

There is an etext option available from the publisher at

<https://cengage.com.au/product/division/university/title/organisational-change-development-and-transfo/isbn/9780170366687>

However, if preferred, paper copies are available at the CQUni Bookshop [here](#)

### 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

**Mahsood Shah** Unit Coordinator  
[m.shah@cqu.edu.au](mailto:m.shah@cqu.edu.au)

## Schedule

### Week 1 - 09 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>Introduction to the unit:</b> Details of assessment tasks Expectations of student engagement with unit resources Details of Moodle site and resources available Plagiarism and academic misconduct awareness Class attendance/Zoom sessions <b>Topic One: Introducing change</b>	<b>Chapter 1 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to Topic 1 module on the Moodle site for additional journal readings and resources.	

### Week 2 - 16 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Two: Understanding Change</b>	<b>Chapter 2 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to Topic 2 module on the Moodle site for additional journal readings and resources.	Lecture and tutorial will have student engagement questions to engage students in learning. It will also enable interaction between students and the teacher.

### Week 3 - 23 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Three: Leadership and the role of the change agent</b>	<b>Chapter 3 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to Topic 3 module on the Moodle site for additional journal readings and resources.	

### Week 4 - 30 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Four: Managing resistance and organisational culture</b>	<b>Chapter 4 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to Topic 4 module on the Moodle site for additional journal readings and resources.	Lecture and tutorial will have student engagement questions to engage students in learning. It will also enable interaction between students and the teacher. Tutorial in week 4 will focus on written assessment 2. It will clarify expectations. Recorded video tutorial will be available for online students.

### Week 5 - 06 Aug 2018

Module/Topic	Chapter	Events and Submissions/Topic
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**Topic Five: The process of organisational change**

**Chapter 5 - Waddell, Creed, Cummings & Worley**

Please refer to Topic 5 module on the Moodle site for additional journal readings and resources.

**Online test 1**

This online test opens on Moodle at 9:00am on Monday 6 August, 2018 and closes at 11:45pm Friday 10 August 2018 (AEST). Tutorial in week 5 will focus on written assessment 2. It will clarify expectations.

**Vacation Week - 13 Aug 2018**

Module/Topic

Chapter

Events and Submissions/Topic

**Week 6 - 20 Aug 2018**

Module/Topic

Chapter

Events and Submissions/Topic

**Topic Six: Organisational development and change**

**Chapter 6 - Waddell, Creed, Cummings & Worley**

Please refer to Topic 6 module on the Moodle site for additional journal readings and resources.

**Assessment Item 2 - Literature review**

**Due date: Monday 20 August, 2018, 11.45pm (AEST)**

**Literature Review** Due: Week 6 Monday (20 Aug 2018) 11:45 pm AEST

**Week 7 - 27 Aug 2018**

Module/Topic

Chapter

Events and Submissions/Topic

**Topic Seven: Organisational development interventions: People and process**

**Chapter 7 - Waddell, Creed, Cummings & Worley**

Please refer to Topic 7 module on the Moodle site for additional journal readings and resources.

**Week 8 - 03 Sep 2018**

Module/Topic

Chapter

Events and Submissions/Topic

**Topic Eight: Organisational development interventions: Strategy and structure**

**Chapter 8 - Waddell, Creed, Cummings & Worley**

Please refer to Topic 8 module on the Moodle site for additional journal readings and resources.

Lecture and tutorial will have student engagement questions to engage students in learning. It will also enable interaction between students and the teacher

**Week 9 - 10 Sep 2018**

Module/Topic

Chapter

Events and Submissions/Topic

**Topic Nine: Organisational transformation and change**

**Chapter 9 - Waddell, Creed, Cummings & Worley**

Please refer to Topic 9 module on the Moodle site for additional journal readings and resources.

Tutorial in week 9 will focus on written assessment 3. It will clarify expectations. Recorded video tutorial will be available for online students.

**Week 10 - 17 Sep 2018**

Module/Topic

Chapter

Events and Submissions/Topic

**Topic Ten: Change in a chaotic and unpredictable environment**

**Chapter 10 - Waddell, Creed, Cummings & Worley**

Please refer to Topic 10 module on the Moodle site for additional journal readings and resources.

Tutorial in week 10 will focus on written assessment 3. It will clarify expectations.

**Week 11 - 24 Sep 2018**

Module/Topic

Chapter

Events and Submissions/Topic

**Topic 11: Competitive and collaborative strategies**

**Chapter 11 - Waddell, Creed, Cummings & Worley**

Please refer to Topic 11 module on the Moodle site for additional journal readings and resources.

**Online test 2**

This online test opens on Moodle at 9:00am on Monday 24 September, 2018 and closes at 11:45pm Friday 28 September, 2018 (AEST). Tutorial in week 11 will focus on written assessment 3.

## Week 12 - 01 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Twelve: Future directions: Change in a global setting</b>	<b>Chapter 12 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to Topic 12 module on the Moodle site for additional journal readings and resources.	<b>Assessment Item 3 - Case study analysis</b> <b>Due date: Monday 1 October, 2018, 11.45pm (AEST)</b> <b>Individual Case Study Report Due:</b> Week 12 Monday (1 Oct 2018) 11:45 pm AEST

## Review/Exam Week - 08 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
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## Exam Week - 15 Oct 2018

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

### 1 Online tests

#### Assessment Type

Online Quiz(zes)

#### Task Description

Two online tests will be conducted in Weeks 5 and 11 accessible through the Assessment Block on the unit Moodle site. Online tests will open Monday morning at 9.00am AEST and close Friday night at 11.45pm AEST.

You may attempt the test once only. You must complete the test within the time specified.

Each test will be compiled from random questions from a bank of questions. Therefore, individual tests will vary from student to student. All questions will be of the same difficulty.

There will be no extension for tests. There is no alternative assessment to the online tests.

The content of the tests will be as follows:

**Week 5: Online test 1** (Chapters 1-4, 20 questions, 20 minutes to answer, 10 marks)

**Due date for online test 1:** Friday 10 August 2018, 11.45pm (AEST)

**Week 11: Online test 2** (Chapters 5-10, 30 questions, 30 minutes to answer, 15 marks)

**Due date for online test 2:** Friday 28 September, 11.45pm (AEST)

#### Number of Quizzes

2

#### Frequency of Quizzes

#### Assessment Due Date

various times

#### Return Date to Students

marked on completion of the test period

#### Weighting

25%

#### Assessment Criteria

No Assessment Criteria

#### Referencing Style

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

#### Submission

Online

#### Learning Outcomes Assessed

- critically analyse organisational change and development theories and associate organisational change as an

- element of organisational development;
- critically consider alternative approaches to implementation of change within an organisation;
- assess and discuss the role of managerial leadership within an organisation wide change initiative, plan and implementation process; and

### **Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Self-management

## **2 Literature Review**

### **Assessment Type**

Written Assessment

### **Task Description**

The assignment must be submitted via the unit Moodle site by 11:45pm AEST, week 6, **Monday 20 August, 2018**. It can be submitted as either a word or pdf document.

### **Objective**

The literature review provides the opportunity to enhance your research, critical analysis and written communication skills, particularly in identifying the issues and concepts of importance to managing change in organisations.

### **Task**

The assessment requires you to undertake review of literature about organisational change. Organisations experience change due to many internal and external pressures. You are required to undertake review of literature using five guided questions below. It is important that you do not copy and paste text from various sources. You need to read various sources and write the assessment using your own words.

1. What internal and external factors play an important role in driving organisational change?
2. What role does senior management and line managers play in facilitating and implementing change?
3. What are some of the common causes of resistance to change?
4. What steps should organisations implement to ensure effective change process?
5. What strategies could organisations implement to ensure a change capable culture?

A minimum of 15 academic papers should be part of your literature review. Media articles, news from magazines are not part of academic papers. Refer to Moodle site for more information on the structure of assessment.

### **Assessment Due Date**

Week 6 Monday (20 Aug 2018) 11:45 pm AEST

All assignments must be submitted through the Moodle unit website. No email submission is accepted under any circumstances, please contact IT Help Desk if you have difficulty accessing the Moodle site.

### **Return Date to Students**

2 weeks after the submission

### **Weighting**

35%

### **Assessment Criteria**

**A marking rubric which expands upon the following criteria will be available on Moodle.**

Critical analysis of research that compares and contrasts relevant and appropriate literature (10 marks)

Knowledge of theories, concepts and approaches relevant to the topic (9 marks)

Understanding of the impact of internal and external environmental forces (9 marks)

Use of a minimum of 15 references (3 marks)

Appropriate use of the APA referencing system in-text and in the reference list (2 marks)

Appropriate essay structure and conventions of academic writing (2 marks)

These are the minimum requirements. Students should note that satisfactorily meeting the minimum requirements will typically result in the minimum pass grade being awarded.

As Masters students you are required to engage in research as per the Australian Qualifications Framework (AQF)



guidelines. Two specific requirements need to be considered. 1. Students need to demonstrate “a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice, and 2. Students must demonstrate “knowledge of research principles and methods applicable to a field of work and/or learning”.

Your attention is drawn to the University’s stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

### Referencing Style

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

### Submission

Online

### Submission Instructions

The assessment must only be submitted via the unit Moodle site, emailed assignments will not be accepted.

### Learning Outcomes Assessed

- compare and contrast an organisation’s internal and external environmental forces which affect organisational change initiatives;
- critically consider alternative approaches to implementation of change within an organisation;
- assess and discuss the role of managerial leadership within an organisation wide change initiative, plan and implementation process; and
- evaluate process and success measures of change management in organisational contexts.

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

## 3 Individual Case Study Report

### Assessment Type

Written Assessment

### Task Description

The assignment must be submitted via the unit Moodle site by 11:45pm AEST, week 12, **Monday 1 October, 2018**. It can be submitted as either a word or pdf document.

### Objective

The primary purpose of this assessment is to assist you to develop skills in the use of change processes and management theories and models in the analysis of a business situation that has organisation and structural change and development concerns. The assignment requires you to analyse the current situation, and suggest practical and probable solutions. The secondary purpose of this assignment is to give you the opportunity to apply your research, analysis, critical thinking and written communication skills, particularly the ability to write an organisational analysis report.

### Task

The assessment requires you to examine an organisational case study. The chosen organisation is [Australia Post](#). The case study is selected due to various changes and reforms implemented in the company. Students are required to undertake the following before undertaking this assessment:

1. read and analyse the most recent [annual report](#) of the company. The annual report outlines the organisations performance in various areas, challenges, organisational strategy, and governance arrangements
2. read and review internal news releases of the company related to its performance, leadership and changes (see assessment guideline on Moodle site which has examples of 3 selected news). Other Australia Post news can be accessed on [news releases](#). Students are welcome to review other documents available on company website to understand their performance and contributing factors
3. read about and analyse Australia Post and other organisations on changes and reforms from external media sources

(e.g. Newspaper/magazine), and academic journals.

Once you have read and analysed the above, then you are required to prepare a report which analyses the following questions/topics.

- a) Outline key changes and reforms implemented by Australian Post
- b) Discuss driving factors that contributed to the reforms
- c) Identify people development strategies implemented by Australian Post to overcome any resistance to change
- d) How Australia Post has aligned its future strategies to manage change and innovation to lead in global business environment?
- e) What lessons have you learnt after analysing the Australia Post case study?

Students are welcome to outline their views, ideas or perception, however it needs to be supported by academic literature. A minimum of 15 academic papers should be part of your literature review. Reference to the corporate or strategic plan and other corporate documents is in addition to the 15 academic papers.

Refer to Moodle site for details on the structure of the report.

### **Assessment Due Date**

Week 12 Monday (1 Oct 2018) 11:45 pm AEST

All assignments must be submitted through Moodle site. No email submission is accepted under any circumstances, please contact IT Help Desk if you have difficulty accessing Moodle site.

### **Return Date to Students**

Please note that this is the final assessment item for this unit and as such marks will not be released until after the certification of grades. Students will be notified of release date on the unit Moodle site.

### **Weighting**

40%

### **Assessment Criteria**

**A marking rubric which expands upon the following criteria will be available on Moodle.**

Application of theory and literature into the discussion, analysis, solutions and recommendation for the presenting issues in the organisation (8 marks).

Analysis of the problems/organisational issues; including a critical analysis and clear argument supported by evidence (8 marks).

Identification of alternative solution/s in the body of the report (6 marks).

Justification of the chosen recommendation/s to the problem/organisational issues (6 marks).

Actions undertaken in order to implement the solution to the problem/organisational issues (6 marks).

A structure with a clear introduction, well organised material, and a strong conclusion and standard use of written communication (3 marks).

Correct APA referencing of a minimum of 15 academic sources in-text and in the reference list (3 marks).

These are the minimum requirements. Students should note that satisfactorily meeting the minimum requirements will typically result in the minimum pass grade being awarded.

As Masters students you are required to engage in research as per the Australian Qualifications Framework (AQF) guidelines. Two specific requirements need to be considered. 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice, and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Your attention is drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

### **Referencing Style**

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

### **Submission**

Online

**Submission Instructions**

All assignments must be submitted through the unit Moodle site.

**Learning Outcomes Assessed**

- compare and contrast an organisation's internal and external environmental forces which affect organisational change initiatives;
- critically consider alternative approaches to implementation of change within an organisation;
- assess and discuss the role of managerial leadership within an organisation wide change initiative, plan and implementation process; and
- evaluate process and success measures of change management in organisational contexts.

**Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

## 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