



HRMT20028 Organisational Change Management

Term 2 - 2019

Profile information current as at 24/04/2024 07:48 pm

All details in this unit profile for HRMT20028 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

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 - 2019

- Brisbane
- 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 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](#).

Unit Learning Outcomes

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

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

Textbooks and Resources

Textbooks

HRMT20028

Prescribed

Organisational Change: Development and Transformation

Edition: 6th (2016)

Authors: Waddell, Creed, Cummings & Worley

Cengage Learning Australia

Melbourne, Victoria, Australia

ISBN: 9780170366687

Binding: eBook

Additional Textbook Information

Copies 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 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Adriana Koulouris Unit Coordinator

a.koulouris@cqu.edu.au

Schedule

Week 1 - 15 Jul 2019

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to the unit: 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 Topic One: Introducing change	Chapter 1 - Waddell, Creed, Cummings & Worley Please refer to Topic 1 module on the Moodle site for additional journal readings and resources.	

Week 2 - 22 Jul 2019

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

Topic Two: Understanding Change	Chapter 2 - Waddell, Creed, Cummings & Worley Please refer to Topic 2 module on the Moodle site for additional journal readings and resources.	Lecture and tutorials will have student engagement questions that will promote student involvement with learning. It will also enable interaction between students and the facilitator.
--	--	---

Week 3 - 29 Jul 2019

Module/Topic	Chapter	Events and Submissions/Topic
Topic Three: Leadership and the role of the change agent	Chapter 3 - Waddell, Creed, Cummings & Worley Please refer to Topic 3 module on the Moodle site for additional journal readings and resources.	The tutorial in Week 3 will focus on Written Assessment 2 - Literature Review by clarifying expectations.

Week 4 - 05 Aug 2019

Module/Topic	Chapter	Events and Submissions/Topic
Topic Four: Managing resistance and organisational culture	Chapter 4 - Waddell, Creed, Cummings & Worley Please refer to Topic 4 module on the Moodle site for additional journal readings and resources.	Lecture and tutorials will have student engagement questions that will promote student involvement with learning. It will also enable interaction between students and the facilitator.

Week 5 - 12 Aug 2019

Module/Topic	Chapter	Events and Submissions/Topic
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 Quiz 1 This online test opens on Moodle at 9:00 am on Monday 12 August, 2019 and closes at 11:45 pm Friday 16 August 2019 AEST. You may attempt the test once only. You must complete the test within the time specified.

Vacation Week - 19 Aug 2019

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

Week 6 - 26 Aug 2019

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.	Written Assessment 2 - Literature Review Due date: Friday 30 August, 2019, 11.45 pm (AEST) Literature Review Due: Week 6 Friday (30 Aug 2019) 11:45 pm AEST

Week 7 - 02 Sep 2019

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 - 09 Sep 2019

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 tutorials will have student engagement questions that will promote student involvement with learning. It will also enable interaction between students and the facilitator.

Week 9 - 16 Sep 2019		
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 - Individual Case Study Report. The Tutorial will clarify expectations.
Week 10 - 23 Sep 2019		
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.	
Week 11 - 30 Sep 2019		
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 Quiz 2 This online test opens on Moodle at 9:00 am on Monday 30 September, 2019 and closes at 11:45 pm Friday 4 October, 2019 AEST. You may attempt the test once only. You must complete the test within the time specified.
Week 12 - 07 Oct 2019		
Module/Topic	Chapter	Events and Submissions/Topic
Topic Twelve: Future directions: Change in a global setting	Chapter 12 - Waddell, Creed, Cummings & Worley Please refer to Topic 12 module on the Moodle site for additional journal readings and resources.	Written Assessment 3 - Individual Case Study Analysis Due date: Friday 11 October, 2019, 11.45 pm (AEST) Individual Case Study Report Due: Week 12 Friday (11 Oct 2019) 11:45 pm AEST

Assessment Tasks

1 Online tests

Assessment Type

Online Quiz(zes)

Task Description

The Online Tests assess the student's understanding and application of key concepts, models and terms that have been covered in the nominated weekly topics.

Each Test is based on content from the prescribed textbook chapters, as well as further readings as identified in the Weekly Schedule.

A total of two Online Tests will be conducted in Weeks 5 and 11 and will be accessible through the Assessment Block on the Unit Moodle site.

Online tests will open Monday morning at 9.00 am AEST and close Friday night at 11.45 pm AEST.

You may attempt each test only once. You must complete the test in one sitting only and within the time specified.

Each test is compiled from random questions and therefore, test questions will vary from student to student. All questions will be of the same difficulty.

There will be no extension for the 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, 40 minutes to answer, 10 marks)

Closing Time for Online Test 1: Friday 16 August 2019, 11.45 pm (AEST)

Week 11: Online Test 2 (Chapters 5-10, 30 questions, 60 minutes to answer, 15 marks)

Closing Time for Online Test 2: Friday 4 October, 2019, 11.45 pm (AEST)

Number of Quizzes

2

Frequency of Quizzes

Other

Assessment Due Date

The individual tests will be administered in Weeks Five and Eleven.

Return Date to Students

Marked on completion of the test period

Weighting

25%

Assessment Criteria

As the online tests are designed to assess conceptual knowledge the following criteria are used:

Ability to define key HR terms and concepts relevant to the topic

Ability to demonstrate knowledge of theories, concepts and approaches relevant to the topic

Ability to distinguish appropriate HR strategies and concepts for given contexts and topics

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

Weighting: This assessment accounts for 35% of your final grade.

Length: The Literature Review must be 1500 words in length (+/- 10%)

Cover sheet: The assessment must include a cover page that contains your name, student number, resident campus, assessment title, and lecturer and/or tutor.

Format: The essay format should be 1.5 spacing and 12 point font; Times New Roman. As an essay this assessment piece should be written in sentences and paragraphs.

References: The assessment must include a minimum of 16 academic references that you use to compare, contrast and evaluate the major concepts, theories and approaches relevant to your chosen topic.

Of these 16 references a total of 10 should be refereed journal articles. You must use the APA reference style.

Task:

The assessment requires you to undertake a review of the literature regarding one (1) of the following two topics as

the focus of your review:

1. The significance and role of Human Resource Development (HRD) as an agent of organisational change management.

or

2. Managing and leading change effectively through understanding the process of change.

Students are expected to define key terms, provide a summary of relevant critical Human Resource concepts, contrast different Human Resource theories and models, as they relate to the chosen topic and use a series of industry examples to illustrate application.

Assessment Due Date

Week 6 Friday (30 Aug 2019) 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

Week 8 Friday (13 Sept 2019)

2 weeks after the submission

Weighting

35%

Assessment Criteria

*Critical analysis of research that compares and contrasts relevant and appropriate literature

*Knowledge of theories, concepts and approaches relevant to the topic

*Understanding of the impact of internal and external environmental forces

*Use of a minimum of 16 quality academic and industry references

*Appropriate use of the APA referencing system in-text and in the reference list

*Appropriate essay structure and conventions of academic writing

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 Australia Quality Framework (AQF) guidelines.

Two specific requirements need to be considered.

Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in the discipline and/or area of professional practice, and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each topic in your course has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF.

In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research.

A detailed rubric and audio file is available in the Assessment Folder of the Unit Moodle Site provides further information regarding this 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

Weighting: This assessment accounts for 40% of your final grade.

Length: The report must be between 2000 (+/-10%) words in length.

Cover sheet: The assessment must include a cover page that contains your name, student number, resident campus, assessment title, and lecturer and/or tutor.

Format: The report format should be 1.5 spacing and 12 point font; Times New Roman.

References: The assessment must include a minimum of 16 academic information sources. Reference to the corporate or strategic plan and other corporate documents are in addition to the 16 academic sources. You must use the APA reference style.

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 of the organisation and to identify any subsequent challenges or problems that it may face. You are then to recommend practical solutions that will enable the organisation to address the identified challenges.

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: Students will undertake an analysis of an organisational case study. The chosen organisation is Woolworths Supermarket. The case study is selected due to recent proposed changes and reforms for implementation by the company.

Students are required to undertake the following in developing responses to this assessment task:

1. Review and analyse the most recent annual report of the company. A company annual report typically outlines the organisations performance, challenges, organisational strategy and governance arrangements.
2. Review both the company's internal news and other media releases that relate to the company's performance, leadership, human resources and changes. Students are also encouraged to review other documents available on the company's website to understand their performance and contributing factors.
3. Analyse and evaluate Woolworths Supermarket current situation focusing on key change management theories, models and concepts.

Once you have reviewed and analysed the various information sources prepare a report which analyses the following issues. Use key change management models, concepts and theories as an analytical frame.

- a) Outline key changes and reforms that have already been implemented by Woolworths Supermarkets. Identify also those changes and strategies that have proposed for future implementation.
- b) Identify and discuss those factors that are driving the need for change.
- c) Identify human resource development strategies that have been implemented and/or proposed by Woolworths Supermarkets to overcome any resistance to change.
- d) Analyse how Woolworths Supermarkets has aligned its future strategies to manage change and innovation in a global business environment?
- e) Reflect on your own personal learnings and insights as a result of analysing the Woolworths Supermarkets case study? In developing your perspective or position when identifying personal insights, discussions must be supported with academic literature.

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

Assessment Due Date

Week 12 Friday (11 Oct 2019) 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

Exam Week Friday (25 Oct 2019)

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

*Application of theory and literature into the discussion, analysis, solutions and recommendation for the presenting issues in the organisation

*Identification of the problem/organisational issues; including a critical analysis and clear argument supported by evidence and theoretical

*Identification and analysis of each alternative solution/s in the body of the report

*Justification of the chosen recommendation/s that address the identified problem/organisational issues and are supported by academic literature

*Actions undertaken in order to implement the solution to the problem/organisational issues

*A structure with a clear introduction, well organised material, and a strong conclusion and standard use of written communication

*Correct APA referencing of a minimum of 16 academic sources in-text and in the reference list

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 Australia Quality Framework (AQF) guidelines. Two specific requirements need to be considered.

Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in the discipline and/or area of professional practice, and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each topic in your course has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF.

In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research.

A detailed rubric and further information are available in the Assessment Folder of the Unit Moodle Site that provides further information regarding this 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