



# HRMT20028 Organisational Change Management

## Term 2 - 2020

Profile information current as at 26/05/2022 08:47 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 - 2020

- 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. **Written Assessment**

Weighting: 35%

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

Weighting: 25%

#### 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: 7th (2019)

Authors: Waddell, D.M., Creed, A., Cummings, T.G. & Worley, C.G.

Cengage

South Melbourne, Victoria, Australia

ISBN: 9780170424448

Binding: eBook

#### Additional Textbook Information

If you prefer to study with a paper copy, they are available at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code). eBooks are available at the publisher's website.

### 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
<b>Topic One: Introducing change</b>	<b>Chapter 1 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	

### Week 2 - 20 Jul 2020

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 the Moodle site for additional reading materials and resources.	

### Week 3 - 27 Jul 2020

Module/Topic	Chapter	Events and Submissions/Topic
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**Topic Three: Leadership and the role of the change agent**

**Chapter 3 - Waddell, Creed, Cummings & Worley**  
Please refer to the Moodle site for additional reading materials and resources.

**Week 4 - 03 Aug 2020**

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 the Moodle site for additional reading materials and resources.	

**Week 5 - 10 Aug 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Five: The process of organisational change</b>	<b>Chapter 5 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	

**Vacation Week - 17 Aug 2020**

Module/Topic	Chapter	Events and Submissions/Topic

**Week 6 - 24 Aug 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Six: Organisational development and change</b>	<b>Chapter 6 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	<b>Assessment 1 - Literature Review</b> Due: Week 6 Monday (24 Aug 2020) 11:45 pm AEST

**Week 7 - 31 Aug 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Seven: Organisational development interventions: People and process</b>	<b>Chapter 7 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	Practice test

**Week 8 - 07 Sep 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Eight: Organisational development interventions: Strategy and structure</b>	<b>Chapter 8 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	On-line test

**Week 9 - 14 Sep 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Nine: Organisational transformation and change</b>	<b>Chapter 9 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	

**Week 10 - 21 Sep 2020**

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 the Moodle site for additional reading materials and resources.

#### Week 11 - 28 Sep 2020

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Eleven: Competitive and collaborative strategies</b>	<b>Chapter 11 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	

#### Week 12 - 05 Oct 2020

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Twelve: Future directions: Change in a global setting</b>	<b>Chapters 12 &amp; 13 - Waddell, Creed, Cummings &amp; Worley</b> Please refer to the Moodle site for additional reading materials and resources.	

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

Module/Topic	Chapter	Events and Submissions/Topic
		<b>Assessment 3 - Business Report (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

## Term Specific Information

Due to the ongoing COVID 19 crisis, this unit will only be offered via online mode (no face-to-face delivery) in T2, 2020.

## Assessment Tasks

### 1 Assessment 1 - Literature Review

#### Assessment Type

Written Assessment

#### Task Description

**Due:** 24th August 2020 @11:45 PM AEST

**Weight:** 35%

**Word count:** 1500 words

**Task :** Select one of the two topic provided to you in the unit Moodle site and prepare a literature review. Your review should include a minimum of 15 references, out of which at least 10 should be peer reviewed scholarly journal articles (published in 2000 or later).

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

#### Assessment Due Date

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

All assignments must be submitted through the Moodle site.

#### Return Date to Students

Two working weeks after the submission

## Weighting

35%

## Assessment Criteria

Your assessment will be graded based on the following criteria:

- **Analysis (40%)** - critical analysis of research that compares and contrasts relevant and appropriate literature
- **Application of theory (20%)** - application of theories, concepts and approaches relevant to the topic
- **Research (20%)** - use of a minimum of 15 relevant references (including 10 peer reviewed scholarly articles). Having the minimal references will only qualify you for pass mark under 'Research' criterion.
- **Referencing (10%)** - consistent use of the APA 7 referencing style in-text and in the reference list
- **Presentation (10 %)** - Appropriate essay structure and conventions of academic writing

Late penalty: Each day of submission delay, without prior approval from the unit coordinator, will result in minus 1.75 marks (i.e. 35\* 5% = 1.75).

We take plagiarism and academic misconduct very seriously. Suspected cases will be further assessed by the academic services unit of the university and may result in zero marks for the assessment or failing grade for the unit.

## Referencing Style

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

## 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

## 2 Assessment 2 - Online test

### Assessment Type

Online Quiz(zes)

### Task Description

**Due** : During the on-line class time of Week 8

**Weight** : 25%

**Duration**: 1 hour

**Task** : This task requires you to read a mini case and respond to five (5) related questions. The test will be conducted on-line during the weekly class time of Week 8. A practice test will be made available to you during the class time of Week 7.

*Important*: There are no alternatives to this test.

### Number of Quizzes

1

### Frequency of Quizzes

### Assessment Due Date

During the scheduled online class time of Week 8



## Return Date to Students

Two working weeks after the completion of the test

### Weighting

25%

### Assessment Criteria

Your responses will be assessed according to the following criteria:

- Understanding the case - 5%
- Application of relevant theory and concepts discussed in this unit - 10%
- Appropriateness of the response - 10%

### Referencing Style

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

### 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

## 3 Assessment 3 - Business Report (Individual)

### Assessment Type

Written Assessment

### Task Description

**Due:** 12th October @ 11.45 p.m. AEST

**Weight:** 40%

**Word count:** 2000 words

**Task:** Analyse the case provided to you in the unit Moodle site. To supplement the information in the case, you should refer to the latest annual report and any other information available in the public domain, about the case study organisation.

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

- a) Outline key changes and reforms that have already been implemented by the case study organisation.
- b) Identify the changes and strategies that have been proposed for future implementation.
- c) Discuss the key factors driving the need for change.
- d) Identify human resource development strategies that have been implemented and/or proposed by the case study organisation to overcome resistance to change.
- e) With reference to concepts and theories learnt in this unit, assess the case study organisation's change management strategies and provide appropriate recommendations.

**References:** The assessment must include a minimum of 15 academic references including at least 10 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

Review/Exam Week Monday (12 Oct 2020) 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

Grades and feedback will be released after the certification of grades.

### Weighting

40%

### Assessment Criteria

Your assessment will be graded based on the following criteria:

- **Analysis (30%)** - Identification of the problem/organisational issues; including a critical analysis and clear argument supported by evidence analysis of each alternative solution/s in the body of the report
- **Application of theory (20%)** - Application of theory and literature into the discussion, analysis, solutions and recommendation for the presenting issues in the organisation
- **Recommendations (15%)** - Justification of the chosen recommendation/s that address the identified problem/organisational issues and are supported by academic literature
- **Research (15%)** - Use of a minimum of 15 relevant references (including 10 peer reviewed scholarly articles). Having the minimal references will only qualify you for pass mark under 'Research' criterion.
- **Presentation (10%)** - A structure with an executive summary, a clear introduction, well organised material, and a strong conclusion and recommendations.
- **Referencing (10%)** - Correct use of APA 7 referencing style in-text and in the reference list.

**Late penalty:** Each day of submission delay, without prior approval from the unit coordinator, will result in minus 2 marks (i.e.  $40 \times 5\% = 2.0$ ).

We take plagiarism and academic misconduct very seriously. Suspected cases will be further assessed by the academic services unit of the university and may result in zero marks for the assessment or failing grade for the unit.

### Referencing Style

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

### 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