HRMT20028 *Organisational Change Management*
Term 2 - 2023

Profile information current as at 14/12/2025 03:40 pm

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

There are no requisites for this unit.
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 - 2023

- 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.

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 unit evaluation

Feedback

Improve feedback.

Recommendation

To improve visibility. - Unit coordinator to test and ensure visability of feedback with a small sample of assessment 1 papers prior to full marking. - Provide feedback access instructions on release of Assessment 1. Ensure adequacy of feedback. - Check again with students after Assessment 1 is released. - Unit Coordinator to record general/overall feedback after results for each assessment are released - announced/promoted by class message, email and in class.

Feedback from Post term reflection

Feedback

Encourage higher level of student engagement and interaction

Recommendation

Students indicated that they wanted more student interaction, however this was somewhat limited by low attendance. Develop more interactive activities for each week/module. Add some interactive elements to the online lecture time.

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.

Alignment of Learning Outcomes, Assessment and Graduate Attributes

| — N/A Level | ○ Introductory Level | ● Intermediate Level | ● Graduate Level | ○ Professional Level | ○ Advanced Level |

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		○	○	○	○
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					

Textbooks and Resources

Textbooks

HRMT20028

Supplementary

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

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

Schedule

Week 1 - 10 Jul 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Topic One: Introducing change	Refer to Chapter 1 of supplementary text and e-reading list for the week.	
Week 2 - 17 Jul 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Topic Two: Understanding Change	Refer to Chapter 2 of supplementary text and e-reading list for the week.	
Week 3 - 24 Jul 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Topic Three: Leadership and the role of the change agent	Refer to Chapter 3 of supplementary text and e-reading list for the week.	
Week 4 - 31 Jul 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Topic Four: Managing resistance and organisational culture	Refer to Chapter 4 of supplementary text and e-reading list for the week.	**Practice test** (during weekly workshop)

Week 5 - 07 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Five: The process of organisational change	Refer to Chapter 5 of supplementary text and e-reading list for the week.	**Assessment 1 - On-line test** (during weekly workshop)

Vacation Week - 14 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic

Week 6 - 21 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Six: Organisational development and continuous change	Refer to Chapter 6 of supplementary text and e-reading list for the week.	

Week 7 - 28 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Seven: Organisational development interventions: People and process	Refer to Chapter 7 of supplementary text and e-reading list for the week.	

Week 8 - 04 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Eight: Organisational development interventions: Strategy and structure	Refer to Chapter 8 of supplementary text and e-reading list for the week.	**Assessment 2 - Literature review (Individual)** Due: Week 8 Monday (4 Sept 2023) 11:45 pm AEST

Week 9 - 11 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Nine: Organisational transformation and change	Refer to Chapter 9 of supplementary text and e-reading list for the week.	

Week 10 - 18 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Ten: Change in a chaotic and unpredictable environment	Refer to Chapter 10 of supplementary text and e-reading list for the week.	

Week 11 - 25 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Eleven: Competitive and collaborative strategies	Refer to Chapter 11 of supplementary text and e-reading list for the week.	

Week 12 - 02 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic
Topic Twelve: Future directions: Change in a global setting	Refer to Chapter 12 & 13 of supplementary text and e-reading list for the week.	

Review/Exam Week - 09 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic
		Assessment 3 - Business Report (Individual) Due: Review/Exam Week Monday (9 Oct 2023) 11:45 pm AEST

Exam Week - 16 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Assessment 1 - Online test

Assessment Type
Online Quiz(zes)

Task Description
Due: During Week 5 workshop

Weight: 25%

Duration: 1 hour

Task description: This task requires you to read a mini case and respond to five (5) related questions. The test will be conducted online during the weekly workshop of **Week 5**. A practice test will be made available to you during your workshop time of Week 4.

Important: No assessment extensions are available for this test.

Number of Quizzes
1

Frequency of Quizzes

Assessment Due Date

During Week 5 workshop time

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

2 Assessment 2 - Literature review (Individual)

Assessment Type
Written Assessment

Task Description
Weight: 35%

Word count: 1500 words

Task description: This task requires you to carry out a literature review on a topic provided to you on the unit Moodle site. Your review should include a minimum of 12 references, out of which at least 8 should be peer-reviewed scholarly journal articles (published in 2010 or later).

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

Assessment Due Date
Week 8 Monday (4 Sept 2023) 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 12 relevant references (including 8 peer-reviewed scholarly articles).
- **Referencing (10%)** - consistent use of the APA 7 referencing style in-text and in the reference list.
- **Presentation (10 %)** - Appropriate structure and academic writing style.

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 a fail 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.

3 Assessment 3 - Business Report (Individual)

Assessment Type
Written Assessment

Task Description
Weight: 40%

Word count: 2000 words

Task description: Analyse the case provided to you on 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 learned in this unit, assess the case-study organisation's change management strategies and provide appropriate recommendations.

References: The assessment must include a minimum of 12 academic references including at least 8 peer-reviewed journal articles.
Note: Please refer to the detailed 'Assessment Task Description' and the 'Marking Rubric' available on the unit Moodle site prior to commencing this task.

Assessment Due Date
Review/Exam Week Monday (9 Oct 2023) 11:45 pm AEST

All assignments must be submitted through the 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 arguments 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 recommendations 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 12 relevant references (including 8 peer-reviewed scholarly articles).
- **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 the 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* 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 a fail 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.

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