



# HRMT20028 Organisational Change Management

## Term 2 - 2024

Profile information current as at 04/07/2025 12:08 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

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 - 2024

- 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. **Case Study**

Weighting: 25%

#### 2. **Group Work**

Weighting: 40%

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

Weighting: 35%

### 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 Based on SUTE data

**Feedback**

Update unit learning materials

**Recommendation**

Continue to revise learning materials (a) drawing from contemporary theory and practice and (b) allowing students to reflect on real-world organisational changes.

## 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 - Case Study - 25%	•		•	•	
2 - Group Work - 40%	•	•	•	•	•
3 - Written Assessment - 35%	•	•	•		•

### 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](mailto:u.amarakoon@cqu.edu.au)

## Schedule

### Week 1 - 08 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic One: Introducing change</b>	Refer to Chapter 1 of supplementary text and e-reading list for the week.	

### Week 2 - 15 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Two: Understanding Change</b>	Refer to Chapter 2 of supplementary text and e-reading list for the week.	

### Week 3 - 22 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Three: Leadership and the role of the change agent</b>	Refer to Chapter 3 of supplementary text and e-reading list for the week.	

### Week 4 - 29 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic Four: Managing resistance and organisational culture</b>	Refer to Chapter 4 of supplementary text and e-reading list for the week.	<b>Practice test</b> (during weekly workshop)

<b>Week 5 - 05 Aug 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Five: The process of organisational change</b>	Refer to Chapter 5 of supplementary text and e-reading list for the week.	<b>Assessment 1 - On-line test</b> (during weekly workshop)
<b>Vacation Week - 12 Aug 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Week 6 - 19 Aug 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Six: Organisational development and continuous change</b>	Refer to Chapter 6 of supplementary text and e-reading list for the week.	
<b>Week 7 - 26 Aug 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Seven: Organisational development interventions: People and process</b>	Refer to Chapter 7 of supplementary text and e-reading list for the week.	
<b>Week 8 - 02 Sep 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Eight: Organisational development interventions: Strategy and structure</b>	Refer to Chapter 8 of supplementary text and e-reading list for the week.	<b>Assessment 2</b> Due: Week 8 Friday (6 Sept 2024) 11:45 pm AEST
<b>Week 9 - 09 Sep 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Nine: Organisational transformation and change</b>	Refer to Chapter 9 of supplementary text and e-reading list for the week.	
<b>Week 10 - 16 Sep 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Ten: Change in a chaotic and unpredictable environment</b>	Refer to Chapter 10 of supplementary text and e-reading list for the week.	
<b>Week 11 - 23 Sep 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Eleven: Competitive and collaborative strategies</b>	Refer to Chapter 11 of supplementary text and e-reading list for the week.	
<b>Week 12 - 30 Sep 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Topic Twelve: Future directions: Change in a global setting</b>	Refer to Chapter 12 & 13 of supplementary text and e-reading list for the week.	<b>Assessment 3</b> Due: Week 12 Friday (4 Oct 2024) 11:45 pm AEST
<b>Review/Exam Week - 07 Oct 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Exam Week - 14 Oct 2024</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>

## Assessment Tasks

# 1 Assessment 1

## Assessment Type

Case Study

## Task Description

**Weight:** 25%

**When:** During Week 5 workshop

**Duration:** 60 minutes

**Description:** You will be provided a contemporary change related scenario/case and asked to critically evaluate alternative approaches to implementing change within the case study organisation. You are required to justify your choice with reference to concepts and theories discussed in this unit. This activity will be carried out as an open-book online test and be completed during your Week 5 workshop at the presence of your lecturer/tutor. Therefore, please make sure to attend Week 5 workshop.

To facilitate your understanding of tests requirements, a practice test will be made available during Week 4 workshop.

## Assessment Due Date

This will be held during the weekly workshop

## Return Date to Students

Grades and feedback will be released two weeks from the task completion date date

## Weighting

25%

## Assessment Criteria

Your response 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

## Assessment Type

Group Work

## Task Description

**Weight:** 40%

**Presentation length:** 12 minutes + 3 minutes of Q&A

**Script word count:** 2000 words

**Description:** You are required to form groups (three to four members in each group). Based on a change scenario provided, your group is expected to select an organisation of your choice and develop a change implementation plan specifically focusing on employee resistance to change and strategies to address human resource gaps. Your group will then prepare for an in-class presentation during your Week 9 workshop.

This task involves multiple steps.

**Step 1 - Registration of your group:** It is a responsibility of you to communicate with fellow students and register as groups by the due date (in Week 5). More information on group registration process will be provided to you via the unit Moodle site.

**Step 2 - Group presentation and script submission:** When preparing the presentation slides and accompanying script, your group is expected to critically review related academic literature and the context of the chosen organisation through publicly available information. Both the presentation and script should include references to justify your key

points and also as evidence for your research effort. Only one member is expected to submit your group's presentation slides and accompanying script by the due date (in Week 8).

**Step 3 - Presentation delivery:** Your presentation delivery will be during Week 9 workshop. The length of your group's presentation should be 12 minutes followed by a 3-minute Q&A session. Each member of your group should present, and each group member's presentation skills will be evaluated individually. Please avoid reading the script.

**References:** The assessment must include a minimum of 12 academic references including at least 10 peer-reviewed journal articles.

#### **Assessment Due Date**

Week 8 Friday (6 Sept 2024) 11:45 pm AEST

One member is expected to submit the presentation slides and script on behalf of his/her group; Live presentation delivery will be during your Week 9 workshop.

#### **Return Date to Students**

Marks and feedback will be returned approximately two (2) working weeks from your presentation delivery.

#### **Weighting**

40%

#### **Assessment Criteria**

Your presentation and scrip will be assessed based on the following:

- **Registration** (5%) - registration of the group members on Moodle by the due date
- **Analysis** (15%) - critical analysis of the change management issue(s)
- **Theory** (15%) - integration of relevant to support/build key arguments
- **Responses** (20%) - appropriateness of evidence-based response relevant to the addressing change management issues at the chosen organisation
- **Research** (10%) - relevant and accurate use of the academic literature (Minimum to pass this criterion is at least TEN (10) relevant academic journal articles)
- **Referencing** (5%) - strict conformity to the referencing style of the referencing protocol as set out in the CQU APA 7.0 Referencing Style
- **Scrip quality** (10%) - clarity of expression - grammar, punctuation and correct spelling using Australian English, 2000 words (+/- 10%, excluding reference list)
- **Presentation format and flow** (10%) - professional approach including presentation tool, transition among group members, and creativity
- **Individual presentation competence** (10%) - based on the presentation skills and way you handle the Q&A session

#### **Referencing Style**

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

#### **Submission**

Online Group

#### **Submission Instructions**

The scrip and presentation slides should be submitted by one member on behalf of his/her group

#### **Learning Outcomes Assessed**

- 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.

## **3 Assessment 3**

#### **Assessment Type**

Written Assessment

#### **Task Description**

**Weight:** 35%



**Word count:** 2000 words

**Description:** This individual task requires you to assume the role of a change consultant and critically analyse a contemporary case/video provided to you in the unit Moodle site. Based on your analysis, you are expected to prepare a business report focusing on the following:

- a. identifying the change(s) implemented in the focused organisation,
- b. outlining the external and internal factors driving the change(s),
- c. assessing success/failure related to the change(s), and
- d. proposing/recommending HR development strategies to enhance the change process.

**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**

Week 12 Friday (4 Oct 2024) 11:45 pm AEST

### **Return Date to Students**

As this is the final assessment item for this unit, marks and feedback will be available after the 'Certification of Grades' date.

### **Weighting**

35%

### **Assessment Criteria**

Your presentation and scrip will be assessed based on the following:

- **Analysis (25%)** - Critical analysis of the change(s) at the case study organisation
- **Theory and literature (20%)** - Application of theory and literature to support key arguments
- **Recommendations (15%)** - appropriateness of evidence-based response relevant to the addressing change management issues at the case-study organisation
- **Research (15%)**- relevant and accurate use of the literature including a minimum of least eight (8) relevant academic journal articles
- **Presentation (15%)** - Professionally presented business report including an executive summary, clarity of expression, grammar, punctuation and correct spelling using Australian English, 2000 words (+/- 10%, excluding executive summary and list of references)
- **Referencing (10%)** - strict conformity to the referencing style of the referencing protocol as set out in the CQU APA 7.0 Referencing Style

### **Referencing Style**

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

### **Submission**

No submission method provided.

### **Learning Outcomes Assessed**

- 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;
- 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