



The University of Southern Queensland

## Course specification

The current and official versions of the course specifications are available on the web at <http://www.usq.edu.au/coursespecification/current>.  
Please consult the web for updates that may occur during the year.

### Description: Leading Organisational Change

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
MGT	3002	78700	2, 2008	ONC	1.00	Toowoomba

<b>Academic group:</b>	FOBUS
<b>Academic org:</b>	FOB004
<b>Student contribution band:</b>	3A
<b>ASCED code:</b>	080307

### STAFFING

Examiner: Don Smith  
Moderator: Ray Gordon

### OTHER REQUISITES

It is highly recommended that this course be taken after the completion of all other human resource management electives. Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

### SYNOPSIS

In this course students analyse and develop a better understanding and appreciation of the complex nature and importance of organisational change and the related leadership challenges. The early focus is to investigate the forces that serve as drivers of organisational change, and students will be required to be able to distinguish between the various types of organisational change and different approaches to the management of change in organisations. This study highlights the role of the planned approach to organisational change, as manifested also in organisational development. The learning extends to the processes involved in managing and leading change, including the important task of carrying out diagnosis, and its contribution to the overall objective of achieving meaningful, timely and (often, though not necessarily) lasting change. Various types of organisational change and development interventions are explored and students are exposed to the challenges related to choosing, designing and implementing appropriate interventions. Students are challenged to consider the need for organisations to be transformed in the context of an increasingly turbulent environment. Finally, students are required to contemplate the future for leadership of organisational change.

### OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. describe the context for organisational change and demonstrate an understanding of the complex demands that such changes impose on organisation leaders (Assignment 1, Assignment 2, Examination)
2. differentiate between different models or approaches to planned change in organisations and debate the relative merits of each (Assignment 1, Assignment 2, Examination)
3. describe and explain new forms of organising, and analyse the implications for facilitators of organisational change (Assignment 1, Assignment 2, Examination)
4. explain and illustrate how Organisation Development as a planned process of organisational change may unfold and how it should be managed, using the tools available to change agents (Assignment 1, Assignment 2, Examination)
5. classify the various interventions according to the two frameworks provided in the course and distinguish between the various broad categories (Assignment 1, Assignment 2, Examination)
6. demonstrate an understanding of opposition to change, why it occurs and how it can be managed in effective ways, and analyse the challenges that such opposition creates for leaders of change programs (Assignment 1, Assignment 2, Examination)
7. analyse the complex interactions that occur between organisation change programs and HRM responsibilities, and how the latter support programs of intended change (Assignment 1, Assignment 2, Examination)
8. critically analyse and discuss the issues relating to measuring and evaluating change programs (Assignment 1, Assignment 2, Examination)
9. articulate why human adjustment to change is problematic, and why resources must be diverted towards resolving such matters (Assignment 1, Assignment 2, Examination)
10. describe, analyse and explain the systems approach to diagnosis, and apply the model to the three levels of organisational functioning (Assignment 1, Assignment 2, Examination)
11. analyse and demonstrate an understanding of major trends and changes and the effects of these trends and changes on the organisational change function (Assignment 1, Assignment 2, Examination).

## TOPICS

	Description	Weighting (%)
1.	Understanding models of change and the nature of organisational change	30.00
2.	Problem-solving for organisational change, including the change agent's tools and the various interventions	30.00
3.	Human attitudes, transitions and responses to change and leadership/management issues	40.00

## TEXT and MATERIALS required to be PURCHASED or ACCESSED

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

WebCT online access: All students are required to access the WebCT site for MGT3002 through their USQStudydesk in USQConnect. In particular, regular checking of the intranet mail is required

as this intranet is the only way it can be guaranteed that all students receive official and important communication from the course examiner on a timely basis. Students should also access the discussion area on a regular basis.

Graetz, F, Rimmer, M, Lawrence, A & Smith, A 2006, *Managing organisational change*, 2nd edn, John Wiley & Sons, Milton, Queensland.

## REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Anderson, D & Ackerman Anderson, L 2001, *Beyond change management: advanced strategies for today's transformational leaders*, Jossey-Bass Pfeiffer, San Francisco, California.

Anderson, M 1999, *Fast cycle organization development: a fieldbook for organization transformation*, South-Western, Cincinnati, Ohio.

Burnes, B 2004, *Managing change: a strategic approach to organisational dynamics*, 4th edn, Financial Times/Prentice Hall, London.

French, WL, Bell, CH Jr & Zawacki, RA (eds.) 2005, *Organization development and transformation: managing effective change*, 6th edn, McGraw-Hill/Irwin, New York.

(international edn)

Hayes, J 2007, *The theory and practice of change management*, 2nd edn, Palgrave Macmillan, Basingstoke, UK.

Jick, T & Peiperl, M 2003, *Managing change: cases and concepts*, 2nd edn, McGraw Hill, Boston, Massachusetts.

Senior, B & Fleming, J 2006, *Organizational change*, 3rd edn, Prentice Hall/Financial Times, Harlow, England.

Thornhill, A, Lewis, P, Millmore, M & Saunders, M 2000, *Managing change: a human resource strategy approach*, Financial Times/Prentice Hall, Harlow, London.

Waddell, DW, Cummings, TG & Worley, CG 2007, *Organisation development and change*, 3rd edn, Thomson, South Melbourne, Victoria.

(Asia Pacific edition)

## STUDENT WORKLOAD REQUIREMENTS

ACTIVITY	HOURS
Assessments	50.00
Lectures	25.00
Private Study	65.00
Tutorials	25.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT 1 - MINOR	100.00	10.00	24 Aug 2008 (see note 1)
ASSIGNMENT 2 - MAJOR	100.00	40.00	05 Oct 2008 (see note 2)
EXAM PART A (MULTIPLE CHOICE)	20.00	5.00	END S2 (see note 3)
EXAM PART B (WRITTEN)	45.00	45.00	END S2

### NOTES

1. See Assignment 1 schedule in the Introductory Book or the schedule in the assessment folder on the MGT3002 USQStudyDesk. This assignment is conducted on-line through the USQStudyDesk on USQConnect.
2. Assignment 2 MUST be lodged electronically via the electronic drop-box within the course site inside USQConnect - study desk - course MGT3002 Leading Organisational Change. Where an assignment has a set word length and a student exceeds the nominated word length by more than 10%, then a penalty of 10% of the total available marks for the assignment will be deducted. Assignments that are not submitted via the electronic drop-box will not be accepted for assessment.
3. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date for Exam (Parts A and B) after the timetable has been finalised. The total working time for Exam (Parts A and B) is 2 hours.

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.
- 2 Requirements for students to complete each assessment item satisfactorily:  
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:  
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded.
- 4 Requirements for student to be awarded a passing grade in the course:  
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
- 5 Method used to combine assessment results to attain final grade:

The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course.

6 Examination information:

This is a closed examination. Students are allowed to bring only writing and drawing instruments into the examination.

7 Examination period when Deferred/Supplementary examinations will be held:

Any Deferred or Supplementary examinations for this course will be held during the next examination period.

8 University Regulations:

Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at

<<http://www.usq.edu.au/corporateservices/calendar/part5.htm>>. Students should also read the Faculty of Business Policies and Procedures which can be found at <<http://www.usq.edu.au/business/aboutfob.htm>>.

## ASSESSMENT NOTES

- 1 Assignments: (i) The due date for an assignment is the date by which a student must submit the assignment to the USQ. (ii) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (iii) In accordance with university policy, the examiner may grant an extension of the due date of an assignment in extenuating circumstances.

## OTHER REQUIREMENTS

- 1 All students are expected to have access to an IBM or equivalent computer and the internet. Details of the Faculty of Business minimum requirements can be found at <<http://www.usq.edu.au/business/aboutfob.htm>>.
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