



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	8033	79446	2, 2008	WEB	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: Ray Gordon  
Moderator: Retha Wiesner

### OTHER REQUISITES

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

One of the major contemporary issues facing virtually all organisations is the fast-changing and highly complex and dynamic environments they operate in - both externally and internally. There is a constant drive for organisational change - not only to survive but to be able to compete and be successful and sustainable. It is essential for managers and leaders to be familiar with and have competence in the area of change management and leadership. More than ever before, leaders, managers and professionals need to focus on the continuous renewal of their organisations on various fronts. They not only need to know how to go about leading and managing change for improved organisational performance and sustainability, but also be more sensitive to their own ability to change themselves. In this course students will be required to demonstrate their practical ability to take part in or evaluate some change management programs and interventions, in particular contexts.

### 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. demonstrate an understanding of the complex nature of change as well as those factors that affect and enhance prospects for planned organisational change (Assignment, Examination)
2. articulate a perspective on the contextual and conceptual foundations of organisational change (Assignment, Examination)

3. demonstrate an understanding of the processes and many of the strategies and techniques which can be applied to lead, manage and facilitate organisational change (Assignment, Examination)
4. demonstrate their ability to take part in or evaluate some change management programs and interventions, in different contexts (Assignment, Examination).

## TOPICS

Description	Weighting (%)
1. The nature of organisational change	25.00
2. Interventions and techniques	40.00
3. Issues in managing organisational change	35.00

## 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).

Waddell, D, Cummings, T & Worley, C 2007, *Organisational development and change*, 3rd edn, Thomson, South Melbourne, Victoria.

(Asia Pacific edition)

## 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.

Ackerman-Anderson, L & Anderson, D 2001, *The change leader's roadmap: how to navigate your organization's transformation*, Jossey-Bass/Pfeiffer, San Francisco, California.

Balogun, J & Hope Hailey, V 2004, *Exploring strategic change*, 2nd edn, Prentice Hall/Financial Times, London.

Carnall, C 2007, *Managing change in organizations*, 5th edn, Financial Times Prentice Hall, Harlow, England.

Dawson, P 2003, *Understanding organizational change: the contemporary experience of people at work*, Sage, London.

Dunphy, D, Griffiths, A & Benn, S 2007, *Organizational change for corporate sustainability: a guide for leaders and change agents of the future*, 2nd edn, Routledge, London.

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

(Australasian edition)

Mische, M 2001, *Strategic renewal: becoming a high performance organization*, Prentice Hall, Upper Saddle River, New Jersey.

## STUDENT WORKLOAD REQUIREMENTS

ACTIVITY	HOURS
Assessments	60.00
Private Study	105.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT	100.00	50.00	05 Oct 2008 (see note 1)
2 HOUR EXAMINATION	100.00	50.00	END S2 (see note 2)

### NOTES

1. Assignment is to be lodged electronically in Word format. Please refer to the assessments organiser inside the home page for MGT8033 in WebCT, accessible via USQConnect. Assignment must be submitted by 11.59pm Australian Eastern Standard Time (AEST). No hard copies will be accepted. Students should note the penalties detailed in the assignment marking criteria for various breaches of USQ regulations such as plagiarism in its different forms. Students are advised to access the University link about communication skills located on the MGT8033 course home page to make sure that their writing skills are at an appropriate level.
2. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
There are no attendance requirements for this course. However, it is the students' responsibility 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. Candidates 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 examination 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 despatch the assignment to the USQ. All submission times and dates are based on Australian Eastern Standard Times (AEST). The onus is on the student to provide proof of the despatch date, if requested by the examiner. (ii) Students must retain a copy of each item 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.
- 2 Where a word length is set for an assignment, then a student must not exceed the word length by greater than 10% of the word limit. Where a student exceeds the word length by greater than 10% of the word limit a penalty of 10% of the available marks for the assignment will apply.

## **OTHER REQUIREMENTS**

- 1 Students are required to access the MGT8033 intranet mail accessible via USQConnect on a regular basis. This is the official communication centre for this course.
  - 2 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>.
  - 3 All written assessments are to be lodged electronically with the exception of the examination.
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