Description: Leading Organisational Change

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-Nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT</td>
<td>3002</td>
<td>24208</td>
<td>2, 2003</td>
<td>EXT</td>
<td>1.00</td>
<td>TW MBA</td>
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Academic Group: FOBUS  
Academic Org: FOB003  
HECS Band: 2  
ASCED Code: 080307

STAFFING

Examiner: Ray Gordon  
Moderator: Ronel Erwee

PRE-REQUISITES

Pre-requisite: MGT1000

SYNOPSIS

In this course students will get the opportunity to analyse and develop a better understanding and appreciation of the complex nature and importance of organisational change and the concomitant leadership challenges. They will investigate the forces that serve as change drivers and they explore various types of organisational change as well as different approaches to the management of change in organisations. A study is made of the planned approach to organisational change, as manifested also in organisational development. Students get to learn about the processes involved in managing and leading change, in particular from a planned change perspective. Various types of organisational change and development interventions are explored and students are exposed to the challenges related to choosing appropriate interventions, and designing and implementing these. Transformational or ‘second-order’ change is also covered and students are challenged to consider the need for organisations to be transformed in the context of an increasingly turbulent environment.

OBJECTIVES

On successful completion of this course students will be able to:

- analyse and show an understanding and appreciation of the context and complex nature of organisational change and the concomitant leadership challenges
- differentiate between different dimensions and types of organisations and approaches to change in organisations and debate the relative merits of each
• describe, explain and show how Organisation Development as a planned process of organisational change may unfold and how it should be managed and lead
• illustrate the ability to classify and critically describe various types of organisational change interventions
• analyse different organisational situations or scenarios that may require change, diagnose these and show the ability to select and apply appropriate organisational change interventions in order to improve individual, group and organisational level performance
• differentiate first order from second order organisational change, explain the nature of organisational transformation and critically assess the nature and potential value thereof in the context of current and future challenges and environmental trends.

TOPICS

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. Understanding the nature of organisational change</td>
<td>30.00</td>
</tr>
<tr>
<td>2. The process of organisational change</td>
<td>25.00</td>
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<tr>
<td>3. Different organisational Change Interventions</td>
<td>35.00</td>
</tr>
<tr>
<td>4. Organisational Transformation</td>
<td>10.00</td>
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</table>

TEXT and MATERIALS required to be PURCHASED or ACCESSED:

Books can be ordered by fax or telephone. For costs and further details use the 'Book Search' facility at http://bookshop.usq.edu.au by entering the author or title of the text.

(Pacific Rim 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.


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Directed Study</td>
<td>65</td>
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<td>Private Study</td>
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ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks Out of</th>
<th>Wtg(%)</th>
<th>Required</th>
<th>Due Date</th>
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<tr>
<td>ASSIGNMENT A</td>
<td>30.00</td>
<td>30.00</td>
<td>Y</td>
<td>18 Aug 2003</td>
</tr>
<tr>
<td>ASSIGNMENT B</td>
<td>30.00</td>
<td>30.00</td>
<td>Y</td>
<td>06 Oct 2003</td>
</tr>
<tr>
<td>EXAM PART A (MULTIPLE CHOICE)</td>
<td>20.00</td>
<td>8.00</td>
<td>Y</td>
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</tr>
<tr>
<td>EXAM PART B (WRITTEN)</td>
<td>80.00</td>
<td>32.00</td>
<td>Y</td>
<td>END S2</td>
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NOTES:
- 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:
   If you are an International student in Australia it is a requirement of your student visa that you attend all classes at your campus. For all other students, 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 complete each of the assessment items satisfactorily, students must obtain at least 50% of the marks available for each assessment item.

3 Penalties for late submission of required work:
   If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks gained by the student for the assignment will apply for each working day late.

4 Requirements for student to be awarded a passing grade in the course:
   To be assured of receiving a passing grade a student must submit all of the summative assessment items and achieve at least 50% of the available weighted marks for those items.
5 Method used to combine assessment results to attain final grade:
The final grades for students will be assigned on the basis of the weighted aggregate of the 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 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL: http://www.usq.edu.au/SECARIAT/calendar/Part5/ or in the printed version of the current USQ Handbook. Students should also read The Guide to Policies and Procedures of the Faculty which can be found at the URL: http://www.usq.edu.au/handbook/2003/title663.html or in the printed version of the current USQ Handbook.

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. 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 five days if required by the Examiner. (iii) The Examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students must apply for an extension through the DEC before the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant Examiner. (iv) The Examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (v) The Examiner will not accept submission of assignments by facsimile. (vi) Students who do not have regular access to postal services or who are otherwise disadvantaged by these regulations may be given special consideration. They should contact the Examiner to negotiate such special arrangements. (vii) In the event that a due date for an assignment falls on a local public holiday in their area, such as a Show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the Examiner's convenience.

2 Course Weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in an examination paper. The examination may test material already tested in assignments.