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>
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<tbody>
<tr>
<td>MGT</td>
<td>3002</td>
<td>35131</td>
<td>2, 2004</td>
<td>ONC</td>
<td>1.00</td>
<td>TW MBA</td>
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Academic group: FOBUS
Academic org: FOB003
Student contribution band: 2
ASCED code: 080307

STAFFING
Examiner: Ray Gordon
Moderator: Don Smith

OTHER-REQUISITES
It is highly recommended that this course be taken after the completion of all other human resource management electives.

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 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;
2. differentiate between different models or approaches to planned change in organisations and debate the relative merits of each;
3. describe and explain new forms of organising, and analyse the implications for facilitators of organisational change;
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;
5. classify the various interventions according to the two frameworks provided in the course and distinguish between the various broad categories;
6. demonstrate an understanding of opposition to change, why it occurs and how it can be managed in effective ways, including the challenges that such opposition creates for leaders of change programs;
7. analyse the complex interactions that occur between organisation change programs and HRM responsibilities, and how the latter support programs of intended change;
8. critically analyse and discuss the issues relating to measuring and evaluating change programs; and
9. articulate why human adjustment to change is problematic, and why resources must be diverted towards resolving such matters.

TOPICS

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

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.


(Paci Rim 2nd edition)

STUDENT WORKLOAD REQUIREMENTS:

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
<td>50.00</td>
</tr>
<tr>
<td>Lectures</td>
<td>25.00</td>
</tr>
<tr>
<td>Private Study</td>
<td>65.00</td>
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<tr>
<td>Tutorial</td>
<td>25.00</td>
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</table>
## ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSIGNMENT 1 - MINOR</td>
<td>25.00</td>
<td>25.00</td>
<td>15 Aug 2004</td>
</tr>
<tr>
<td>ASSIGNMENT 2 - MAJOR</td>
<td>100.00</td>
<td>40.00</td>
<td>17 Sep 2004</td>
</tr>
<tr>
<td>EXAM PART A (MULTIPLE CHOICE)</td>
<td>20.00</td>
<td>5.00</td>
<td>END S2 (see note 1)</td>
</tr>
<tr>
<td>EXAM PART B (WRITTEN)</td>
<td>30.00</td>
<td>30.00</td>
<td>END S2</td>
</tr>
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### NOTES:

1. 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. If you are an international student in Australia you are advised to attend all classes at your campus. Failure to attend may infringe the conditions of your student visa.

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/corporateservices/calendar/part5.htm. Students should also read the Faculty of Business Guide to Policies and Procedures of the Faculty which can be found at the URL http://www.usq.edu.au/handbook/current/buspolproc.html.

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 may apply for an extension by contacting the Examiner before the due date or by including an application with the submitted assignment after the due date.

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/handbook/current/busgeninfo.html