

Course Outline

Code: HRM321

Title: Change Leadership and Agility

School: Business
Teaching Session: Semester 2
Year: 2020
Course Coordinator: Melissa Innes
Course Moderator: Dr Lisa Daniel

Please go to the USC website for up to date information on the teaching sessions and campuses where this course is usually offered.

1. What is this course about?

1.1 Description

In this course, you will explore evidence-based approaches to change, and learn how to apply these insights in today's complex organisations. You will develop the mindset, skills and behaviours necessary to contribute to, foster, and lead organisational agility, change and effectiveness. This course utilises rigorous critical thinking and valid research to help build influence, optimise communication and enhance decision making skills.

1.2 Field trips, WIL placements or activities required by professional accreditation

Activity	Details
N/A	

2. What level is this course?

300 level Graduate - Independent application of graduate knowledge and skills. Meets AQF and professional requirements. May require pre-requisites and developing level knowledge/skills. Normally taken in the 3rd or 4th year of an undergraduate program.

3. What is the unit value of this course?

12 units

4. How does this course contribute to my learning?

Specific Learning Outcomes On successful completion of this course, you should be able to:	Assessment tasks You will be assessed on the learning outcomes in task/s:	Graduate Attributes (GA) or Program Competencies (PC) Completing these tasks successfully will contribute to:
Demonstrate critical and creative thinking to identify and solve business problems and arrive at innovative solutions.	1, 2 and 3	Creative and critical thinkers (GQ) Empowered (GQ) Critical and creative thinking (PC3) Career ready (PG)
Demonstrate knowledge of selected theories of effective change management.	1, 2 and 3	Knowledgeable (GQ) Career-ready (PC6)
Demonstrate effective oral communication skills in a human resource management context.	2	Communication (PC1) Career ready (PC6)
Demonstrate effective written communication skills in a human resource management context.	1 and 3	Communication (PC1) Career ready (PC6)

5. Am I eligible to enrol in this course?

Refer to the [USC Glossary of terms](#) for definitions of “pre-requisites, co-requisites and anti-requisites”.

5.1 Enrolment restrictions

Nil

5.2 Pre-requisites

Nil

5.3 Co-requisites

Nil

5.4 Anti-requisites

Nil

5.5 Specific assumed prior knowledge and skills (where applicable)

N/A

6. How am I going to be assessed?

6.1 Grading scale

Standard – High Distinction (HD), Distinction (DN), Credit (CR), Pass (PS), Fail (FL)

6.2 Details of early feedback on progress

In the early weeks of the semester, students will select and seek approval for a case study to be analysed and evaluated in Assessment Task 1.

6.3 Assessment tasks

Task No.	Assessment Product	Individual or Group	Weighting %	What is the duration / length?	When should I submit?	Where should I submit it?
1	Case Study	Individual	30%	1,200 words	Week 4, Friday 11:59pm AEST	Online Assignment Submission with Plagiarism check
2	Oral, and Written Piece	Individual	30%	5-7 minutes plus Power Point slide notes	Week 8, Friday 11:59pm AEST	Online Assignment Submission
3	Written Piece	Individual	40%	1,500 words	Week 12, Friday 11:59pm AEST	Online Assignment Submission with Plagiarism check
			100%			

Assessment Task 1: Case Study of Organisational Change

Goal:	To apply your knowledge and skills in problem solving, creativity, critical thinking and change management theory.
Product:	Case Study
Format:	<p>This is an individual assessment. The case study (1,200 words) requires you to collect a small amount of data to assist with analysing a local Small to Medium Enterprise (business). The data will facilitate your analysis and application of relevant theories of change management, as well as assist in understanding the decision-making processes of the SME in managing the impact of COVID-19 on their business. You will be required to assist future organisational change efforts through the development of several recommendations. Content relevant to Weeks 1-3.</p> <p><i>This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Learning Objective will be assessed:</i></p> <p><i>Program Learning Competency 3 – Critical and Creative Thinking</i></p> <p>Further details will be provided in the Assessment area on Blackboard.</p>
Criteria:	<p>The following criteria are considered:</p> <ul style="list-style-type: none"> • Knowledge of problem-solving and/or analytical processes in a business context. • Knowledge of the decision-making process. • Identification and critical analysis of pertinent issues in a business context. • Critical analysis of existing sources of primary and secondary data and literature in the field. • Reflective thinking for problem solving and decision making in a business context. • Accuracy and presentation of written work including English expression, discipline-based vocabulary, grammar, spelling, punctuation and referencing.

Assessment Task 2: Leading Change Address

Goal:	To apply and share your knowledge and skills in problem solving, creativity, critical thinking and change management to a role play aimed at developing change leadership presentation skills.
Product:	Oral and Written Piece
Format:	This is a role play individual assessment. As the leader of an organisation of your choice, you will be required to prepare a 5-7-minute speech (recorded as a narrated Power Point

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	presentation) targeted at employees who are experiencing organisational change. Theory related to Leading Change, Vision for Change, and Power Dynamics will be consulted (weeks 1-6) to justify content delivered. PowerPoint slides will include notes (up to 1000 words) related to relevant organisational change theory. Further details will be provided in the Assessment area on Blackboard.
Criteria:	<p>The following criteria are considered for the Oral Presentation:</p> <ul style="list-style-type: none"> • Knowledge of selected theories of effective leadership of change management. • Critical and creative thinking to identify and solve business problems and arrive at innovative solutions. • Structure of the presentation. • Clarity, logic and flow of arguments presented. • Use of appropriate verbal and non-verbal communication (posture, gesture, eye contact, and vocal expressiveness). • Use of appropriate supporting materials (visual aids, explanation, examples, statistics, analogies, quotations). • Use of effective time management.

Assessment Task 3: Reflection of Change Management Practice

Goal:	To apply your knowledge of change management theory in assessing and developing your personal change management approaches through personal reflection.
Product:	Written Piece
Format:	<p>This is an individual assessment. You will compile three separate reflections (500 words each totalling 1,500 words) related to change management theory and personal growth. <i>This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Learning Objective will be assessed:</i></p> <p><i>Program Learning Competency 1.1 - Demonstrate effective written communication skills in a business context.</i></p> <p>Further details will be provided in the Assessment area on Blackboard.</p>
Criteria:	<p>The following criteria are considered:</p> <ul style="list-style-type: none"> • Knowledge and application of selected theories of effective change management. • Reflection or self-assessment of individual strengths and weaknesses in relation to organisational change management. • Organisation and structure of written content. • Development and articulation of informed arguments. • Referencing of sources of information used within the body of the document and in a reference list using Harvard Referencing Style. • Accuracy and presentation of written work including English expression, discipline-based vocabulary, grammar, spelling and punctuation.

7. Directed study hours

This course will be delivered via technology-enabled learning and teaching. All lectures will remain in this mode for Semester 2 2020.

When government guidelines allow, students that elected on-campus study via the class selection process will be advised when on campus tutorials and practical sessions will resume.

Student workload is calculated at 12.5 learning hours per one unit.

Each week:

- 1 hour on-line lecture
- 1 hour interactive tutorial
- 1 hour digital content
- 9.5 hours independent study (including assessment work)

8. What resources do I need to undertake this course?

Please note that course information, including specific information of recommended readings, learning activities, resources, weekly readings, etc. are available on the course Blackboard site. Please log in as soon as possible.

8.1 Prescribed text(s) or course reader

Please note that you need to have regular access to the resource(s) listed below as they are required:

Author	Year	Title	Publisher
Deszca, G Ingols, C Cawsey, TF	2019, 4 th edn	<i>Organizational Change: An action-oriented toolkit (ISE) International Student Edition</i> ISBN: 9781544372211	SAGE Publications, Inc

8.2 Specific requirements

N/A

9. How are risks managed in this course?

Health and safety risks for this course have been assessed as low.

It is your responsibility as a student to review course material, search online, discuss with lecturers and peers, and understand the health and safety risks associated with your specific course of study. It is also your responsibility to familiarise yourself with the University's general health and safety principles by reviewing the [online Health Safety and Wellbeing training module for students](#), and following the instructions of the University staff.

10. What administrative information is relevant to this course?

10.1 Assessment: Academic Integrity

Academic integrity is the ethical standard of university participation. It ensures that students graduate as a result of proving they are competent in their discipline. This is integral in maintaining the value of academic qualifications. Each industry has expectations and standards of the skills and knowledge within that discipline and these are reflected in assessment.

Academic integrity means that you do not engage in any activity that is considered to be academic fraud; including plagiarism, collusion or outsourcing any part of any assessment item to any other person. You are expected to be honest and ethical by completing all work yourself and indicating in your work which ideas and information were developed by you and which were taken from others. You cannot provide your assessment work to others. You are also expected to provide evidence of wide and critical reading, usually by using appropriate academic references.

In order to minimise incidents of academic fraud, this course may require that some of its assessment tasks, when submitted to Blackboard, are electronically checked through SafeAssign. This software allows for text comparisons to be made between your submitted assessment item and all other work that SafeAssign has access to.

10.2 Assessment: Additional requirements

Eligibility for Supplementary Assessment

Your eligibility for supplementary assessment in a course is dependent of the following conditions applying:

- The final mark is in the percentage range 47% to 49.4%
- The course is graded using the Standard Grading scale
- You have not failed an assessment task in the course due to academic misconduct

10.3 Assessment: Submission penalties

Late submission of assessment tasks will be penalised at the following maximum rate:

- 5% (of the assessment task's identified value) per day for the first two days from the date identified as the due date for the assessment task.
- 10% (of the assessment task's identified value) for the third day
- 20% (of the assessment task's identified value) for the fourth day and subsequent days up to and including seven days from the date identified as the due date for the assessment task.
- A result of zero is awarded for an assessment task submitted after seven days from the date identified as the due date for the assessment task.

Weekdays and weekends are included in the calculation of days late.

To request an extension, you must contact your Course Coordinator and supply the required documentation to negotiate an outcome.

10.4 Study help

In the first instance, you should contact your tutor, then the Course Coordinator. Additional assistance is provided to all students through Academic Skills Advisers. To book an appointment or find a drop-in session go to [Student Hub](#).

Contact Student Central for further assistance: +61 7 5430 2890 or studentcentral@usc.edu.au

10.5 Wellbeing Services

Student Wellbeing Support Staff are available to assist on a wide range of personal, academic, social and psychological matters to foster positive mental health and wellbeing for your success. Student Wellbeing is comprised of professionally qualified staff in counselling, health and disability Services.

Ability Advisers ensure equal access to all aspects of university life. If your studies are affected by a disability, mental health issue, learning disorder, injury or illness, or you are a primary carer for someone with a disability, [AccessAbility Services](#) can provide assistance, advocacy and reasonable academic adjustments.

To book an appointment with either service go to [Student Hub](#), email studentwellbeing@usc.edu.au or accessability@usc.edu.au or call 07 5430 1226

10.6 Links to relevant University policy and procedures

For more information on Academic Learning & Teaching categories including:

- Assessment: Courses and Coursework Programs
- Review of Assessment and Final Grades
- Supplementary Assessment
- Administration of Central Examinations
- Deferred Examinations
- Student Academic Misconduct
- Students with a Disability

Visit the USC website:

<http://www.usc.edu.au/explore/policies-and-procedures#academic-learning-and-teaching>

10.7 General Enquiries

In person:

- **USC Sunshine Coast** - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- **USC Moreton Bay** – Service Centre, Ground Floor, Foundation Building, Gympie Road, Petrie
- **USC SouthBank** - Student Central, Building A4 (SW1), 52 Merivale Street, South Brisbane

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- **USC Gympie** - Student Central, 71 Cartwright Road, Gympie
- **USC Fraser Coast** - Student Central, Student Central, Building A, 161 Old Maryborough Rd, Hervey Bay
- **USC Caboolture** - Student Central, Level 1 Building J, Cnr Manley and Tallon Street, Caboolture

Tel: +61 7 5430 2890

Email: studentcentral@usc.edu.au

Appendix 1 Course content

Week # / Module #	What key concepts/content will I learn?	Directed Study Activities: teaching components
1	Introduction & Changing organisations in our complex world	Please refer to Section 7 for details.
2	<i>How</i> to lead organisational change: frameworks	Please refer to Section 7 for details.
3	<i>What</i> to change in an organisation: frameworks	Please refer to Section 7 for details.
4	Building and energising the need for change	Please refer to Section 7 for details.
5	Navigating change through formal structures and systems	Please refer to Section 7 for details.
6	Navigating organisational politics and culture	Please refer to Section 7 for details.
7	Managing recipients of change and influencing internal stakeholders	Please refer to Section 7 for details.
8	Becoming a master change agent	Please refer to Section 7 for details.
9	Action planning and implementation	Please refer to Section 7 for details.
10	Get and use data throughout the change process	Please refer to Section 7 for details.
11	The future of organisations and the future of change	Please refer to Section 7 for details.
12	Ethical considerations when leading change	Please refer to Section 7 for details.
13	Revision	Narrated PowerPoint

Please note that the course activities may be subject to variation.

Mid Semester Break:

28th September 2020-4th October 2020 (Between Week 10 and Week 11)

Public Holidays

Queen's Birthday - Monday 5th Oct 2020 (Week 11)