This sample unit outline is provided by CHC for prospective and current students to assist with unit selection.

Elements of this outline which may change with subsequent offerings of the unit include Content, Required Texts, Recommended Readings and details of the Assessment Tasks.

Students who are currently enrolled in this unit should obtain the outline for the relevant semester from the unit lecturer.
Unit Name: BS225  Leadership and Change Management  
Nominal Duration: 14 weeks  
Delivery Mode: Intensive and External  
Workload:  
- Class contact (Intensive mode) or Review of materials (External mode): 42 hours  
- Reading and private study: 48 hours  
- Assignment preparation: 50 hours  
- TOTAL: 140 hours  
Weight: 10 credit points  
Unit Coordinator: Andrew Johnson  
Teaching Staff: Andrew Johnson  
Co / Prerequisite Units:  
- BS120  Introduction to Business Management  
- BS220  Human Behaviour in Organisations  
Core / Elective:  
- Diploma of Business: Not available  
- Associate Degree in Business: Core  
- Bachelor of Business: Elective for Accounting major; Core for all other majors  
Rationale:  
The external environment of Australian business organisations is characterised by volatility and increasingly rapid change. Moreover the globalisation of business activity means that business organisations have less influence and control than ever before over their external environment. Thus a new level of responsiveness is required in managing organisational change. Current trends such as technological change, globalisation and changing philosophy of management, pose particular challenges for managers.  
Potential business leaders must be equipped with knowledge and skills in leadership and change management in order to be personally adaptable, and successfully manage business organisations in increasingly turbulent environments.  
This unit builds upon the foundations laid in the preceding units BS120 Introduction to Business and Management and BS220 Human Behaviour in Organisations to examine the key organisational issues of leadership, change, and development. The unit considers both the professional and personal dimensions of change management, and explores the relevance of leadership concepts for effective management.

Text Requirements:  

Outcomes:  
On completion of this unit, students will have provided evidence that they are able to:  
1. Define and describe key concepts concerning leadership, change, and development.  
2. Analyse general organisational contexts.  
3. Define key leadership and change intervention skills.  
4. Relate leadership and change issues to organisation strategy.  
5. Reflect upon concepts of leadership and organisational change.  
6. Recognise and consider moral and ethical issues which arise in the context of organisational leadership and change.  

Content:  
<table>
<thead>
<tr>
<th>Topic</th>
<th>Content</th>
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<tbody>
<tr>
<td>1</td>
<td>Leadership theory and application</td>
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<tr>
<td>2</td>
<td>Developing leaders</td>
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<td>3</td>
<td>Developing personal skills in organisational leadership</td>
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<td>4</td>
<td>Organisational climate, culture, and strategy</td>
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<td>5</td>
<td>The role of planned change</td>
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<td>6</td>
<td>Change processes and strategies</td>
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<td>7</td>
<td>Impediments to change</td>
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</tbody>
</table>
Assessment Task #1 – Discussion Paper (Relates to Outcomes 1 - 6)
A discussion paper will be written on either:

a) change management required to attain personal goals in business over the next 5-10 years, or

b) change management required in a specific organisation.

The scope of this paper is to be comprehensive. Because each topic will be different, it is difficult to be too prescriptive about its structure. However, it must be logically presented and follow the headings above.

Weighting:  50%  
Length:  3000 words  
Due Date:  Week 14

Assessment Task #2 – Final Exam (Relates to Outcomes 1-6)
This exam will cover the content covered in the unit and will assess students' understanding of all aspects of leadership and organisational change - development. It will consist of multiple choice and short-answer responses.

Weighting:  50%  
Length:  3 hours  
Due Date:  Week 16 (Examination Week)

Academic & General Resource Requirements
Maxwell, J 2005, Developing the Leader within You. Thomas Nelson, Nashville, TN.

Journals
Journal of Leadership & Organizational Studies [ISSN 1548-0518]
Leadership & Organization Development Journal [ISSN 0143-7739]

Unit Summary
This unit examines issues of leadership, organisational change and development. Topics covered include leadership theories, organisational culture, and change processes and strategies. Both personal and professional dimensions of leadership and organisational development are developed, and moral and ethical issues arising in change management are examined.