

PSYC6140: Leadership and Organisational Change

Online
Trimester 2 - 2023



OVERVIEW

Course Description This course examines the psychology of leadership and organisational change, with a particular focus on their intersection. First, students learn about leadership in organisations from the perspectives of individual, group and intergroup psychology. Then, key psychological models of organisational change are discussed and applied to a range of workplace contexts. Finally, psychological factors that underpin effective leadership and inform employee mobilisation for, but also resistance to, organisational change are examined and applied to workplace contexts.

This course is not part of an APAC accredited sequence.

Requisites This course replaces PSYC6230. If you have successfully completed PSYC6230 you cannot enrol in this course.

Assumed Knowledge Completion of an APAC accredited 3 year program in psychology or equivalent
OR
PSYC6000 and PSYC6050

Contact Hours Online
Suggested weekly activities for Online students:
Engagement with Online Course Resources (via Canvas)
Completing Required and Suggested Course Readings
Assessment-Related Independent Research
Reflection on Course Content via Discussion Forums and Workbook
Attending live Q&A Sessions with Teaching Staff

Online
4 hour(s) per Week for Full Term
This is a whole trimester course offered fully online.

Singapore NAIHE Offering
Online Activity
Suggested weekly activities for NAIHE students:
Engagement with Online Course Resources (via Canvas)
Completing Required and Suggested Course Readings
Assessment-Related Independent Research
Attending live Q&A Sessions with Teaching Staff

Online
2 hour(s) per Week for Full Term

Workshop
Face to Face or online
2 hours per Week for 12 weeks

Unit Weighting 10

Workload Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

COURSE OUTLINE

CONTACTS

| | |
|---------------------------|---|
| Course Coordinator | Online Dr Emina Subasic Emina.Subasic@newcastle.edu.au (02) 4985 4597 Consultation: |
| Teaching Staff | Ms Kirsty Richards Kirsty.Richards@newcastle.edu.au |
| School Office | School of Psychological Sciences W210 - Behavioural Sciences Building Callaghan psyc-admin@newcastle.edu.au +61 2 4921 5505 Newcastle Australia Institute of Higher Education Pte Ltd 100 Victoria Street #13-01/02 National Library Building Singapore Singapore-StudentCentral@newcastle.edu.au +65 6221 3306 |

SYLLABUS

| | |
|---------------------------------|---|
| Course Content | <ul style="list-style-type: none">• Leadership as a personal quality• Leadership as a group process• Leadership as an intergroup process• Organisational change: Challenges and drivers• Leading organisational change: Transforming who 'we' are• In depth: Leading organisational change – A social identity approach |
| Course Learning Outcomes | On successful completion of this course, students will be able to: <ol style="list-style-type: none">1. Critically evaluate and apply psychological theory and research evidence regarding leadership.2. Critically evaluate and apply psychological theory and research evidence regarding organisational change.3. Communicate how the psychology of leadership and organisational change intersect in workplace contexts.4. Apply psychological models of leadership and organisational change to mobilise employees for change more effectively. |
| Course Materials | Other Resources: <ul style="list-style-type: none">• Links to online content will be provided at the Canvas site.- Students enrolled in the course can login to https://canvas.newcastle.edu.au access the Canvas site used to support this course. You need to visit the Canvas course site on a regular basis Recommended Text: <ul style="list-style-type: none">• Haslam, S. A., Reicher, S. D., & Platow, M. A. (2011, 1st ed. or 2020, 2nd ed.) <i>New Psychology of Leadership: Identity, Influence and Power</i>. Psychology Press Required Text: <ul style="list-style-type: none">• Woods, S.A., & West, M.A. (2015, 2nd ed. or 2019, 3rd ed.). <i>The psychology of work and organisations</i>. Hampshire, UK: South-Western Cengage Learning |

SCHEDULE

| Week | Week Begins | Topic | Learning Activity | Assessment Due |
|---------------------------|-------------|--|--|------------------------------------|
| 1 | 13 May | MODULE 1: Leadership as a Personal Quality | | |
| 2 | 20 May | MODULE 1: Leadership as a Personal Quality (cont.) | | |
| 3 | 27 May | MODULE 2: Leadership as a Group Process | | |
| 4 | 3 Jun | MODULE 2: Leadership as a Group Process (cont.) | | |
| 5 | 10 Jun | MODULE 3: Leadership as an Intergroup Process | Discussion Forum Contribution 1 Allocation to Teams for the Group Presentation Assignment | Sunday, 9 June 2024 (end of day) |
| 6 | 17 Jun | MODULE 3: Leadership as an Intergroup Process (cont.) | | |
| 7 | 24 Jun | MODULE 4: Organisational Change: Challenges and Drivers | | |
| 8 | 1 Jul | MODULE 4: Organisational Change: Challenges and Drivers (cont.) | Discussion Forum Contribution 2 | Sunday, 30 June 2024 (end of day) |
| 9 | 8 Jul | MODULE 5: Leading Organisational Change: Transforming Who We Are | | |
| 10 | 15 Jul | MODULE 5: Leading Organisational Change: Transforming Who We Are (cont.) | | |
| 11 | 22 Jul | MODULE 6: In Depth: Leading Organisational Change - A Social Identity Approach | Group Presentation | Sunday, 21 July 2024 (end of day) |
| 12 | 29 Jul | MODULE 6: In Depth: Leading Organisational Change - A Social Identity Approach (cont.) | Written Assignment | Sunday, 4 August 2024 (end of day) |
| Examination Period | | | | |

ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below.

| | Assessment Name | Due Date | Involvement | Weighting | Learning Outcomes |
|---|-------------------------------|-----------------|-------------|-----------|-------------------|
| 1 | Discussion Forum Contribution | 9 June, 30 June | Individual | 30% | 1, 2, 3 |
| 2 | Online Presentations - Group | 21 July | Group | 20% | 1, 2, 3 |
| 3 | Essays/Written Assignments | 4 August | Individual | 50% | 1, 2, 3, 4 |

Late Submissions

The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.

Assessment 1 - Discussion Forum Contribution

| | |
|----------------------------|--|
| Assessment Type | Participation |
| Description | Online Discussion Forum Contributions via Canvas (two contributions, 15% each, 30% total). |
| Weighting | 30% |
| Length | 300 words each. Word limits include headings, sub-heading, in-text citations, quotes and referencing but does not include the list of references, appendices and footnotes. The word limit will allow a tolerance of 10% and any work after the maximum word limit will not be included within the allocation of marks. In other words, the marker will STOP reading at 330 words. |
| Due Date | 9 June, 30 June |
| Submission Method | Online |
| Assessment Criteria | Detailed assessment criteria for each assessment task and any additional material are available on the course Canvas site. |
| Return Method | Online |
| Feedback Provided | Online |

NOTE: Use of AI in this course is prohibited. *Students must not use AI assistance in any assessments in this course. Any assessment suspected of using AI will be referred to the Student Academic Conduct Officer. The minimum penalty for use of AI in an assessment will be a 0 mark for the assessment (even if AI is found to be used in only a part of the assessment) and a record of the misconduct lodged on the University's academic misconduct database.*

Assessment 2 - Online Presentations - Group

| | |
|----------------------------|--|
| Assessment Type | Presentation |
| Description | Group Presentation |
| Weighting | 20% |
| Due Date | 21 July |
| Submission Method | Online - Through Canvas |
| Assessment Criteria | Detailed assessment criteria for each assessment task and any additional material are available on the course Canvas site. |
| Return Method | Not Returned |
| Feedback Provided | Online |

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Assessment 3 - Essays/Written Assignments

| | |
|----------------------------|---|
| Assessment Type | Written Assignment |
| Description | Written Assignment |
| Weighting | 50% |
| Length | 2000 words. Word limits include headings, sub-heading, in-text citations, quotes and referencing but does not include the list of references, appendices and footnotes. The word limit will allow a tolerance of 10% and any work after the maximum word limit will not be included within the allocation of marks. In other words, the marker will STOP reading at 2200 words. |
| Due Date | 4 August |
| Submission Method | Online - Through Turnitin/Canvas |
| Assessment Criteria | Detailed assessment criteria for each assessment task and any additional material are available on the course Canvas site. |
| Return Method | Online |
| Feedback Provided | Online |

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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

| Range of Marks | Grade | Description |
|----------------|-----------------------|--|
| 85-100 | High Distinction (HD) | Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives. |
| 75-84 | Distinction (D) | Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives. |
| 65-74 | Credit (C) | Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes. |
| 50-64 | Pass (P) | Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes. |
| 0-49 | Fail (FF) | Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action. |

Attendance

*Skills are those identified for the purposes of assessment task(s).
Attendance/participation will be recorded in the following components:

- Self-Directed Learning

Communication Methods

Communication methods used in this course include:

- Canvas Course Site: Students will receive communications via the posting of content or announcements on the Canvas course site.
- Email: Students will receive communications via their student email account.

Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

As a result of student feedback, the following changes have been made to this offering of the course:

- Modules are delivered on a monthly basis to allow students access to progress faster, if desired.
- All assignment are now due on a Sunday, to accommodate students' working commitments during the week.
- Group presentations now include a peer assessment component, to enhance accountability.

Oral Interviews (Vivas)

As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination \(viva\) Procedure](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

Academic Misconduct

All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

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Adverse Circumstances

The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:

1. the assessment item is a major assessment item; or
2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstance Affecting Assessment Items Procedure available at:

<https://policies.newcastle.edu.au/document/view-current.php?id=236>

Reasonable Adjustment Plan (RAP)

If you are registered with Accessibility and have been provided with a Reasonable Adjustment Plan (RAP), please ensure that you provide your Course Coordinator with a copy as soon as you can or let your Course Coordinator know that you are still waiting for your RAP.

Important Policy Information

The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures> that support a safe and respectful environment at the University.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

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