

National Certificate in Business Administration

Module 3: EDUC S401

Meeting Change and Challenges in International Education

Course Aim:

The purpose of this course is for students to apply key ideas of change management and problem-solving, and summarise these within a desktop publication.

Course Outline:

By the end of the short course, students should be able to:

- Evaluate the documents against the brief and print edited product
- Plan desktop publication (DTP) documents for organisation use
- Produce the documents in accordance with the brief's specifications
- Demonstrate knowledge of change management
- Demonstrate knowledge of the impact of change on people in organisations
- Manage change for a work team
- Define and analyse the problem
- Evaluate possible solutions
- Implement and review the solution

Learning Programme:

The course will commence on 20 August 2008, and will run for 12 weeks. The programme will be separated into two specific components:

- 1) Desktop publishing; and,
- 2) Change management.

The first 5 weeks will be focussing on aspects of desktop publishing and throughout this time, students will be required to complete readings, use a number of internet websites for guidance, and complete an assignment that evaluates published documents within their particular workplace/role.

The coursework in the second part of the course will be introduced prior to the face-to-face workshop, where students will have the opportunity to identify the conditions affecting the International student/education market; become exposed to business models that organisations use to address these changes and throughout this engage with a number of change management models – from businesses and education centres from around the world.

Change management that schools, universities and businesses have undertaken will be discussed and within these a number of case studies will be highlighted.

Suggested preparation for the first part of the course:

Familiarise yourself with the following website:

<http://desktoppub.about.com> AND ensure that you have access to a desktop publishing product such as Microsoft Office *Publisher* or Adobe *PageMaker*.

Assessment:

Assessment will be in the form of two assignments:

- Assignment 1 will require students to evaluate 2 (two) desktop published documents currently used in their workplace against their intended use in their organisation. Students will then be required to write a “brief” for each document and re-design each document in accordance with their evaluation and the organisation’s needs.
- Assignment 2 will require students to investigate the nature of change, the change process, and the impact of organisational change on people. They will identify a workplace problem, plan three solutions and then evaluate the validity of each of these in a report. A summary of the problem and solution will be created in a desktop published piece of work.

The following NZQA Unit Standards will be assessed in this course:

- 2789: Produce desktop published documents for organisational use
- 23400 Demonstrate and apply knowledge of change management in a business operation
- 9696 Apply problem-solving techniques

On the following pages are the specifications within each Standard that need to be addressed in order to meet the requirement for attaining the standard.

Elements and Performance Criteria: Unit Standard 2789

Produce desktop published documents for organisational use

Element 1: Plan DTP documents for organisation use.

Performance criteria:

- 1.1 A brief is formulated that identifies the organisation requirements of the documents in terms of purpose and target audience, and outlines the specifications (including constraints) required for the documents to realise their purpose.
- 1.2 A plan is developed to realise the brief.
- 1.3 A conceptual design of the publications is documented.

Element 2: Produce the documents in accordance with the brief's specifications.

Performance criteria:

- 2.1 Text is formatted according to the brief's specifications.
- 2.2 Graphics and other enhancements are added in accordance with the specifications.
- 2.3 Text and graphic images used are referenced in accordance with recognised ethics and copyright standards.
- 2.4 The documents demonstrate the principles of page layout in terms of balance, proportion, harmony and sequence.
- 2.5 The documents communicate effectively in terms of their readability, legibility, presentation, and accuracy.

Element 3: Evaluate the documents against the brief and print edited product.

Performance criteria:

- 3.1 The draft documents are proofed and edited to ensure that the brief is met.
- 3.2 The edited documents are printed, reproducing text and graphics accurately and clearly.
- 3.3 The print-out verifies that the completed documents realise the specifications set out in the brief.

Elements and Performance Criteria: Unit Standard 23400

Demonstrate and apply knowledge of change management in a business operation

Element 1: Demonstrate knowledge of change management.

Performance criteria

1.1 The causes of change for organisations are identified, and their potential impact is explained.

Range: external causes; internal causes; evidence of four examples of each is required.

1.2 Theoretical models for managing the change process, and their application, are described in terms of mitigating the effects of change.

Range: at least two models.

Element 2: Demonstrate knowledge of the impact of change on people in organisations.

Performance criteria

2.1 Factors are explained in terms of how they influence people's response to change.

Range: factors may include but are not limited to – life stages, self-esteem, career flexibility, stress management skills; evidence of four is required.

2.2 Ways people resist change are described with reference to a specific situation.

Range: passive resistance, active resistance.

2.3 Reasons people resist change are explained with reference to the specific situation.

Range: reasons may include but are not limited to – loss of control, uncertainty, concerns about future competence, insecurity, lack of trust of the organisation; evidence of at least four is required.

2.4 Techniques for assisting people to cope with change are described with reference to the specific situation.

Element 3: Manage change for a work team.

Performance criteria

3.1 A change(s) is identified, and described in terms of its actual and/or likely impact on the work team.

3.2 Desired outcomes for change management are identified, and confirmed according to organisational requirements.

3.3 Plan for managing change for the work unit is developed to meet the desired outcomes.

Range: plan includes but is not limited to – steps in the management process, timeframes, communication strategy, team member support.

- 3.4 Issues arising from change management process are identified and analysed in terms of personal learning and performance.
- 3.5 Consultation with stakeholders identifies any personal performance issues that need addressing and appropriate action is recommended.

Elements and Performance Criteria: Unit Standard 9696

Apply problem-solving techniques

Element 1: Define and analyse the problem.

Performance criteria

- 1.1 A problem is examined and identified in terms of type of problem, problem parameters, stakeholders, and possible causes.
- 1.2 Problem components are identified to determine possible courses of action.
Range: components include but are not limited to relevant facts.
- 1.3 Problem is analysed for cross-cultural implications.
Range: culture, gender, age, ethnicity, backgrounds, ethics.

Element 2: Evaluate possible solutions.

Performance criteria

- 2.1 Possible solutions to the problem are identified using a range of problem-solving techniques.
Range: techniques may include but are not limited to – brainstorming, mapping, computer modelling, observation, questionnaires, experiments; evidence for at least three techniques is required.
- 2.2 Criteria for evaluating solutions are established to match the type of problem.
Range: duration, causes, effects.
- 2.3 Possible solutions are evaluated against established criteria.
- 2.4 Solution is selected to meet established criteria and problem's requirements.
Range: time, budget, resources, stakeholders, legislative requirements.

Element 3: Implement and review the solution.

Performance criteria

- 3.1 Solution is trialled and/or monitored for effectiveness of problem solution.
Range: duration, implications, effects.
- 3.2 Solution is implemented in consultation with stakeholders.
- 3.3 Solution is reviewed and modified where necessary, and new practices are standardised where required to achieve intended outcome.
Range: practices, systems, procedures, records.

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