



# G MBA8032

## Manage Change

Coursera term 5, Fully online/virtual 2020

*Department of Management*

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#### Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

#### Notice

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

## General Information

Unit convenor and teaching staff

Unit Convenor

Richard Badham

[richard.badham@mq.edu.au](mailto:richard.badham@mq.edu.au)

Teaching Assistant

Linden Misselbrook

Contact via [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

Credit points

5

Prerequisites

Admission to GMBA

Corequisites

Co-badged status

Unit description

Modern organisations are characterized by increasingly higher levels of uncertainty, complexity and diversity. In this context, power and politics play a significant role in all decision-making. Being 'savvy' about the presence and character of organisational politics and having the capabilities and 'nous' to be able to influence people in this context is a crucial capability for managers at all levels. This is particularly the case for entry into senior leadership positions. Areas covered in this unit that address these issues, include: conceptualising and measuring power and politics; appreciating the nature and interplay between 'positive' and 'negative' politics; analysing and developing strategies for influencing stakeholders; building coalitions, and effectively establishing, integrating and influencing steering committees and working teams; and acting with integrity and purpose in 'playing politics'.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

**ULO1:** Re-imagining change by re-defining the change problem and developing a

balanced and reflective change mindset

**ULO2:** Creating change cycles that effectively apply tools and techniques for orienting, performing and evaluating change

**ULO3:** Developing leadership strategies that are mindful of the complexity and challenges of change and mobilise energy for transformation

## General Assessment Information

### Submission

You will submit your assessment tasks via your online unit on Coursera.

For individual submissions, please use the following naming convention for your file:

**lastname-firstname-GMBAxxx-A1.\***

**lastname-firstname-GMBAxxx-A2.\***

For group submissions, please use the following naming convention for your file:

**team-number-GMBAxxx-A1.\***

**team-number-GMBAxxx-A2.\***

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### Extensions

Please note that no extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission = 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

**For any questions regarding your assignment submission or to apply for special consideration, please send an email to [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au).**

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### Formatting instructions

These instructions pertain only to written assignments. In the case of other formats (e.g., slide decks) specific formatting instructions may apply. Written assignments should be in 11 point Arial font with 1.5 line spacing. Each page of the report should be numbered and have at minimum 2.5 cm margins from the left and right edges and top and bottom of the page. The word count is strictly enforced. The actual word length of the document, not including references or appendices, should be clearly stated on the title page of the report. Written assignments should have the following structure:

1. A title page with the question, your student name and student number, word count of the text

2. The body of the report structured with paragraphs and with appropriate headings and citations, with page numbers.
3. Complete reference list of material cited in the text.

## Referencing

Please use the American Psychological Association (APA) 6th edition reference style. This means that when referring to an article or book etc, you indicate the author's name followed by the year of publication (Jones, 1989). For multiple authors include all names (Jones, Smith, & Wilson, 1990). If you use a direct quote put the quoted words in "quotation marks" and include the page number with the reference (Jones, 1989, p. 76). A reference list should be presented in alphabetical order at the end of the paper. Further information on APA style is available at <http://li.bguides.mq.edu.au/content.php?pid=85232&sid=634282>

## Commercial in Confidence

Please note that you must not disclose any information marked 'Commercial in Confidence' without permission from the party who supplied it (e.g., your current or previous employer, customers, etc.).

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Learning diary</a>	40%	No	14 September 2020, 11:59pm (AEST)
<a href="#">Action learning project</a>	60%	No	7 October 2020, 11:59pm (AEDT)

### Learning diary

Assessment Type [1](#): Learning plan

Indicative Time on Task [2](#): 8 hours

Due: **14 September 2020, 11:59pm (AEST)**

Weighting: **40%**

Length: max 1,500 words (excl. references)

Format: Written report

Task: In this assignment, you will be asked to summarise your observations about reimagining and mapping change and reflect on how your ideas have changed since the start of the course.

On successful completion you will be able to:

- Re-imagining change by re-defining the change problem and developing a balanced and

reflective change mindset

- Creating change cycles that effectively apply tools and techniques for orienting, performing and evaluating change

## Action learning project

Assessment Type <sup>1</sup>: Presentation

Indicative Time on Task <sup>2</sup>: 16 hours

Due: **7 October 2020, 11:59pm (AEDT)**

Weighting: **60%**

Length: Presentation: max. 1,000 words | Individual learning diary: max 1,500 words

Format: Presentation: Multimedia presentation (50%) | Learning diary: Written report (50%)

Task: In this assignment, you will be asked to apply your change knowledge (your 'head') in mapping change at Havas (your 'hand') and reflecting on how you will don masks, apply mirrors and leader change ('heart' and 'hand'). For detailed information and the marking criteria, please refer to the section Course Resources - Assessment Information in your online unit. You will submit your completed task via the Assignment submission link in your online unit.

On successful completion you will be able to:

- Creating change cycles that effectively apply tools and techniques for orienting, performing and evaluating change
- Developing leadership strategies that are mindful of the complexity and challenges of change and mobilise energy for transformation

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<sup>1</sup> If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

<sup>2</sup> Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

## Delivery and Resources

### Required text

There is no required textbook for this unit. Please refer to the weekly required readings in your online unit. All readings are available via the Macquarie University library and do not need to be purchased separately.

## Delivery method

This unit will be delivered entirely online via the Coursera Learning Management System. Access to a personal computer is required to access the resources and learning materials on Coursera.

## Unit Schedule

For this unit, Live Events (via the web conferencing software Zoom) will take place once a week starting in Week 1 and ending in Week 6. The links to the events are available via **Live Events** in the online unit. Students are strongly advised to attend the Live Events. Recordings of the live events will be made available within 24 hours of the event and can be accessed via **Resources** in the online unit.

Attending the Live Event each week is an opportunity to engage with the unit content, your Unit Convenor and classmates. Students are encouraged to complete specified Live Event preparation learning activities prior to each scheduled Live Event in order to get the most value out of these sessions.

**Please note:** The teaching schedule is subject to change. Please refer to your online unit for the latest schedule.

Week	Live Events	Assessments
1	Webinar: Tuesday 1 September 2020, 8-9am (AEST)	
2	Webinar: Tuesday 8 September 2020, 8-9am (AEST)	
3	Webinar: Tuesday 15 September 2020, 8-9am (AEST)	A1 due: 14 September 2020, 11:59pm (AEST)
4	Webinar: Tuesday 22 September 2020, 8-9am (AEST)	
5	Webinar: Tuesday 29 September 2020, 8-9am (AEST)	
6	Webinar: Tuesday 6 October 2020, 8-9am (AEDT)	A2 due: 7 October 2020, 11:59pm (AEDT)

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)

- [Special Consideration Policy](#) (**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)

Students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](https://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.