



MMBA8066

Leading Change

MGSM term 1, Intensive attendance, North Ryde 2020

Department of Management

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General Information

Unit convenor and teaching staff Unit Convenor Richard Badham richard.badham@mq.edu.au
Credit points 10
Prerequisites (MGSM870 or MMBA8070) or admission to GradCertMgtPostMBA
Corequisites
Co-badged status
Unit description The unit provides an intellectual understanding of the dynamics and management of change, and techniques for mapping out and addressing the challenges these create. It fosters an awareness of and ability to handle the emotions that change arouses in yourselves and others. Finally, it stimulates an ability to act intelligently in practice, to work in a group, and to understand and influence change in uncertain, complex, demanding and often confronting situations.

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:** Identify and describe the challenging nature of change, its objectives, and the causes of high failure rates.
- ULO2:** Apply techniques for leading the cycle of change.
- ULO3:** Apply concepts for leading individuals and groups through cycles of change.
- ULO4:** Employ frameworks for understanding and influencing others with different views to themselves and reflect on the meaning and purpose of change and its leadership.

Assessment Tasks

Coronavirus (COVID-19) Update

Assessment details are no longer provided here as a result of changes due to the Coronavirus (COVID-19) pandemic.

Students should consult [iLearn](#) for revised unit information.

[Find out more about the Coronavirus \(COVID-19\) and potential impacts on staff and students](#)

Delivery and Resources

Coronavirus (COVID-19) Update

Any references to on-campus delivery below may no longer be relevant due to COVID-19.

Please check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

Prescribed Text

- **Palmer, I., Dunford, R. and Buchanan, D. (2016).** Managing Organizational Change: A Multiple Perspectives Approach. 3rd Edition, New York and London: McGraw Hill.

The [3rd Edition](#) of this textbook is an excellent resource, providing a guide to key concepts, tools and case studies. It is, however, to be used as a resource. The structure of the course and the 5M model that it uses follows the Essential Reading below. What the text provides, however, is essential and required background information and knowledge about what has become an unwieldy and often confusing literature on change management.

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop webpage at <http://www.coop.com.au>

Some people have found that there is an International Edition that is cheaper and useable.

Essential Text

- **Badham, Richard (2013).** Short Change. An Introduction to Managing Change. Suny Press, ISBN: 9789662965094
- **Badham, Richard (2013).** 7 Leaflets on Inspiring Change & the 5M Model.

The brief Short Change book has been designed to be short, cheap and is purchasable for \$20 as a Kindle ebook (http://www.amazon.com/Short-Change-Introduction-Managing-ebook/dp/B00OPXVJ0S/ref=sr_1_1?s=digital-text&ie=UTF8&qid=1418684457&sr=1-1&keywords=badham).

The Short Change book and associated 7 Leaflets will be also be provided [free](#) on the iLearn websited under 'Essential Reading'

The text and associated leaflets are necessary for both your Learning Diary explanation of the 5M Framework and as a guide for the mapping and intervention in your Action Project.

Access to Technology

Access to a personal computer and internet connection is required to access learning material/ resources online on Macquarie University's online learning management system called iLearn.

MGSM iLearn

The class iLearn page for this unit is located at: <https://ilearn.mq.edu.au/>. You must be enrolled in this class to see the class iLearn page.

Lecture Slides

Lecture slides will be provided to students only in soft-copy format via the class iLearn page.

Readings

Readings are provided to students only in soft-copy format via the class iLearn page.

Unit Schedule

Coronavirus (COVID-19) Update

The unit schedule/topics and any references to on-campus delivery below may no longer be relevant due to COVID-19. Please consult [iLearn](#) for latest details, and check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

For class dates, please refer to [MGSM Timetable](#) (You will need your Macquarie One ID to access).

PRE-WORK & INTRODUCTION TO SIMULATION

This course is about enhancing your abilities to lead change, and to do so the pre-work, course structure and assignments are designed to enhance your self-reflection and provide real-world practical experience for you to experiment with and reflect on.

1. Prior to the first weekend block, you are expected to watch and analyse 3 video case studies: (*Ahead of the Class* (a fictional movie starring Julie Walters, based on a book by Lady Stubbs about her transformation of St George's School); *Jamie Oliver's School Dinners* (the first 'reality TV' documentary about Jamie Oliver's 'Food Revolution' ; and *Morgan Motor Cars* (a 'reality TV' documentary from Troubleshooter series, as Sir John Harvey Jones acts as a consultant to Morgan Motor Cars to advise them on their future). In brief, what you are required to do is: (i) to open up the Introduction to Video Case Studies on iLearn, review the instructions, download the videos*; (ii) download and read Rosabeth Moss-Kanter's article on Seven Skills of the Change Agent, and fill out her 'Seven Skills' questionnaire for each of the three 'change agents'. On Day 1, you will work together in a group of 3, to present your conclusions. You will be advised on Day 1 about the nature and form of the presentation.

* Please note that there are 4 Jamie Oliver videos which take 10-20 minutes to download, and

you are only required as pre-work to watch the first video. If you can access the videos through another form, this will save you time. If you have problems uploading, and cannot access in any other way, then one copy of the videos will be held by Paul Marevich, and you should contact him about access.

2. On the day before the first block class, you will be sent an email with website details for the ExperienceChange simulation being undertaken on the Saturday of the first weekend. Please bring this password to class. The password will enable you to enter the website, and view the preparatory materials (Global Tech ExperienceChange: Change Theory & Player's Guide). These are not required reading prior to the first weekend.

3. Between the two weekend blocks, you will be required to analyse and get feedback from colleagues, friends and family on your leading change abilities, as viewed through the perspective of *The Relating Compass*. This is essential for the final day 'Relating Compass' activities facilitated by During the first weekend, in your 3-person groups, you will have the opportunity to read the Relating Compass materials, and discuss how to carry out the required conversations. This will help prepare you for the second weekend, when on the Sunday there will be a facilitated all-day session on Leadership & the Relating Compass by Creative Wisdom in collaboration with Professor Badham.

FORMAL ASSESSMENT

In terms of formal unit assessment requirements, participants are required to:

Complete 2 Assignments

- Learning Diary & Action Project
- Group Report

Note:

*Group assignment / work - to be submitted as groups documents electronically in iLearn.
Learning Diary and Action Project - to be submitted electronically in iLearn. All assigned work has to be completed on time (unless a formal extension has been given prior to the due date) and in line with the guidelines Students are required to contribute fully to class and group-based discussions Marking criteria will be made available in class/iLearn.*

CLASSES

Unit content will be introduced via a combination of lectures, class discussions, case studies, and videos.

Session	Topic
DAY 1 MISLEADING CHANGE	
Session 1	The Change Problem
Session 2	Mobilisation of Bias
Session 3	Images of Change

DAY 2 . CYCLE OF CHANGE 1	
Session 4	Cycle of Change
Session 5	Mapping Change
Session 6	Route Analysis: Experience Change Part 1
DAY 3 CYCLE OF CHANGE 2	
Session 7	Route Analysis: Experience Change Part 2
Session 8	Mapping: Gap Analysis
Session 9	Mapping: Forcefield Analysis
DAY 4 CYCLE OF CHANGE & LEADERSHIP OF CHANGE	
Session 10	Cycle of Change: Masks of Change
Session 11	Cycle of Change: Mirrors of Change
Session 12	Leadership of Change: Mindful & Mobilising
DAY 5 LEADERSHIP OF CHANGE: DOING & BEING	
Session 13	Leadership of Change: Lightness of Being
Session 14	Relating Compass: Self-Reflection & 'Doing' Leadership
Session 15	Relating Compass: Organisational Theatre & 'Being' a Leader

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 \(https://students.mq.edu.au/policies\)](https://students.mq.edu.au/policies)

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 or if you are a Global MBA student contact 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) 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

If you are a Global MBA student contact 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/.

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.

Changes since First Published

Date	Description
07/01/2020	Due dates for assessment tasks updated from TBA to 22 March