



# MGMT8066

## Change Management

Session 2, Special circumstance 2020

*Department of Management*

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#### **Disclaimer**

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#### **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 Professor Richard Badham <a href="mailto:richard.badham@mq.edu.au">richard.badham@mq.edu.au</a>
Credit points 10
Prerequisites 80cp including (MGNT608 or MGMT6008)
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:** Analyse the nature of change, its challenges and objectives.

**ULO2:** Assess techniques and concepts for managing individuals and groups through the cycle of change.

**ULO3:** Evaluate approaches to change and change management, considering the social perspective and challenges created.

**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.

## General Assessment Information

### Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in [iLearn](#). No extensions will be granted unless an application for [Special Consideration](#) is made and approved. 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. Late submissions will not be accepted after solutions have been discussed and/or made available.

*Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.*

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Case Study Project</a>	50%	No	Week 13
<a href="#">Reflective Learning Diary</a>	50%	No	Week 13

### Case Study Project

Assessment Type <sup>1</sup>: Case study/analysis

Indicative Time on Task <sup>2</sup>: 30 hours

Due: **Week 13**

Weighting: **50%**

The case study project will require students to apply mapping change tools to a selected case study, recommend a change management plan based on this mapping, and evaluate the challenges of mapping and creating an effective plan. Note that considerations of informal culture, backstage politics and ethical issues and commitments should be included. It will be up to 5,000 words (excluding appendixes).

On successful completion you will be able to:

- Assess techniques and concepts for managing individuals and groups through the cycle of change.
- Evaluate approaches to change and change management, considering the social perspective and challenges created.

### Reflective Learning Diary

Assessment Type <sup>1</sup>: Reflective Writing

Indicative Time on Task <sup>2</sup>: 50 hours

Due: **Week 13**

Weighting: **50%**

The diary will consist of reflections on lectures and learnings, group activities and team development, and selected readings. The diary will assess managing change capabilities in the areas of intellectual intelligence ('thinking things through'), emotional intelligence ('awareness and handling of the emotions of yourself and others'), and action intelligence ('a confidence and ability to act and reflect upon action in situations of complexity, uncertainty and conflict'). The political and ethical dimensions should be included in your reflections. It will be up to 5,000 words (excluding appendixes).

On successful completion you will be able to:

- Analyse the nature of change, its challenges and objectives.
- Employ frameworks for understanding and influencing others with different views to themselves and reflect on the meaning and purpose of change and its leadership.

<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

<b>Required Text</b>	<ul style="list-style-type: none"><li>• Badham, Richard, (2020). Ironies of Organizational Change: An Introduction to Change Management and Organization Theory. London: Edward Elgar</li></ul> <p>For this offering, a draft of this forthcoming textbook will be provided free on iLearn under Textbook and Essential Readings</p>
<b>Essential Texts</b>	<ul style="list-style-type: none"><li>• Badham, Richard (2013). Short Change. An Introduction to Managing Change. Suny Press, ISBN: 9789662965094</li><li>• Badham, Richard (2013). 7 Leaflets on Inspiring Change &amp; the 5M Model.</li></ul> <p>The brief Short Change book has been designed to be short, cheap and is purchasable for \$20 as a Kindle ebook (<a href="http://www.amazon.com/Short-Change-Introduction-Managing-ebook/dp/B00OPXVJ0S/ref=sr_1_1?s=digital-text&amp;ie=UTF8&amp;qid=1418684457&amp;sr=1-1&amp;keywords=badham">http://www.amazon.com/Short-Change-Introduction-Managing-ebook/dp/B00OPXVJ0S/ref=sr_1_1?s=digital-text&amp;ie=UTF8&amp;qid=1418684457&amp;sr=1-1&amp;keywords=badham</a>). The Short Change book and associated 7 Leaflets will be also be provided free on the iLearn website under 'Textbook and 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.</p>

Unit Web Page	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/">https://ilearn.mq.edu.au/</a>
Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn ( <a href="https://ilearn.mq.edu.au/">https://ilearn.mq.edu.au/</a> ).  iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	<ul style="list-style-type: none"><li>• Number and length of classes: There will be 13 classes. Each class will consist of a <b>1 hour Zoom meeting</b>, and a <b>2 hour time-slot for group case/exercise discussion</b></li><li>• Details of the weekly topics, video lecture and case/exercises will be provided on iLearn</li></ul> The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a>
Recommended Readings	Recommended readings are provided via the links on the <a href="#">iLearn</a> Unit page
Inherent Requirements	None

## Unit Schedule

For class dates, please refer to [MQ Timetable](#).

For the session details, please see iLearn.

## 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](http://www.timetables.mq.edu.au/)

[s://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)).

## 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](https://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](https://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.