GMBA8002
Know Your Organisation
Coursera term 5, Fully online/virtual 2021
Department of Management

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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.

Session 2 Learning and Teaching Update

The decision has been made to conduct study online for the remainder of Session 2 for all units WITHOUT mandatory on-campus learning activities. Exams for Session 2 will also be online where possible to do so.

This is due to the extension of the lockdown orders and to provide certainty around arrangements for the remainder of Session 2. We hope to return to campus beyond Session 2 as soon as it is safe and appropriate to do so.

Some classes/teaching activities cannot be moved online and must be taught on campus. You should already know if you are in one of these classes/teaching activities and your unit convenor will provide you with more information via iLearn. If you want to confirm, see the list of units with mandatory on-campus classes/teaching activities.

Visit the MQ COVID-19 information page for more detail.
General Information

Unit convenor and teaching staff
Unit Convenor
Tess Howes
tess.howes@mq.edu.au

Linden Misselbrook
linden.misselbrook@mq.edu.au

Credit points
5

Prerequisites
Admission to GMBA or GradCertGlobalBusPrac

Corequisites

Co-badged status

Unit description
Developing leadership capabilities requires an understanding of the importance of alignment. This includes understanding the degree of alignment between the why, what, how, and when in a business. This unit provides students with a rich understanding of the phenomenon of organisational change, understood not just as the outcome of a planned decision, but also as a reaction to unforeseen crises, and as a continuous process of transformation. Reflecting on real cases of organisational change as well as student experience, students will use several diagnostic tools to recognize driving forces of transformation, their impacts on stakeholders, and practical actions that can be performed to navigate the process in a logic of responsible and ethical stewardship. The unit aims to develop the change/transition management skills of students, bringing together technical, political and ethical elements of management in developing leadership capabilities.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at https://students.mq.edu.au/important-dates

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

ULO1: Analyse the key organisational capabilities required for a firm’s positioning strategy as the anchoring point for leading an organisation
ULO2: Assess the degree of alignment between key capabilities and organisational architecture (culture, structure, people, systems)

ULO3: Evaluate the organisational misalignment issues that a leader should prioritise and focus their change plan on

ULO4: Develop and professionally present concrete, suitable, and feasible organisational change recommendations that can resolve organisational misalignment issues

**General Assessment Information**

**Submission**

Submission of assessment tasks is via Coursera or as otherwise instructed on Coursera.

For written assessment tasks, you must submit in either PDF or Word (.doc) file types. It is your responsibility to ensure your submission is accessible. If your submission cannot be opened, late penalties will apply for submitting the correct file after the due date.

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

lastname-firstname-G MBA8xxx-A1(or A2)

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

team-number-G MBA8xxx-A1(or A2)

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**Late Assessment Policy:**

Late assessment submissions must be submitted through the appropriate submission link on Coursera. 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. Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within five (5) business days of the due date and time.

If you would like to apply for Special Consideration please submit a request via ask.mq.edu.au

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**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

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business strategy - Individual</strong></td>
<td>40%</td>
<td>No</td>
<td>8 September, 11:59pm (AEST)</td>
</tr>
<tr>
<td><strong>Written Report - Individual</strong></td>
<td>60%</td>
<td>No</td>
<td>1 October, 11:59pm (AEST)</td>
</tr>
</tbody>
</table>

#### Business strategy - Individual

**Assessment Type**: Case study/analysis  
**Indicative Time on Task**: 10 hours  
**Due**: 8 September, 11:59pm (AEST)  
**Weighting**: 40%  

**Length**: max. 1,500 words (excl. references)  
**Format**: Written report  

**Task**: In this assignment, you will investigate a topic drawn from organisational capabilities or organisational culture and develop a critical analysis and reflection.

On successful completion you will be able to:  
- Analyse the key organisational capabilities required for a firm’s positioning strategy as the anchoring point for leading an organisation

#### Written Report - Individual

**Assessment Type**: Report  
**Indicative Time on Task**: 14 hours  
**Due**: 1 October, 11:59pm (AEST)  
**Weighting**: 60%  

**Length**: 2,500-3,000 words (excl. references)  
**Format**: Written report  

**Task**: In this assignment, you will be investigating the organisational alignment of a company, identify needed changes for a successful business strategy and evaluate those solutions.

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:  
- Analyse the key organisational capabilities required for a firm’s positioning strategy as the anchoring point for leading an organisation
• Assess the degree of alignment between key capabilities and organisational architecture (culture, structure, people, systems)
• Evaluate the organisational misalignment issues that a leader should prioritise and focus their change plan on
• Develop and professionally present concrete, suitable, and feasible organisational change recommendations that can resolve organisational misalignment issues

1 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 Learning Skills Unit for academic skills support.

2 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 Zoom) will take place each week starting in Week 1 and ending in Week 6. The links to the events are available via Live Events in the Coursera 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. 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 the Coursera unit content.

**Please note:** The teaching schedule is subject to change. Please refer to your Coursera unit for a detailed Live Event schedule.

<table>
<thead>
<tr>
<th>Week</th>
<th>Live Events</th>
<th>Assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tuesday 24 August, 8-9am</td>
<td></td>
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</tbody>
</table>
### 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). 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). 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](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/admin/other-resources/student-conduct](https://students.mq.edu.au/admin/other-resources/student-conduct)

### Results

Results published on platform other than [eStudent](https://eStudent.mq.edu.au) (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 Enquiry Service
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

Equity 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.

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.