



# MMBA8066

## Leading Change

Term 3, Fully online/virtual 2021

*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 activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face 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

Tess Howes

[tess.howes@mq.edu.au](mailto:tess.howes@mq.edu.au)

Consultation hours: email to confirm availability

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.

## General Assessment Information

### Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in [iLearn](#). 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 5 (five) business days of the due date and time

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Reflective Learning Diary</a>	25%	No	Week 6
<a href="#">Action Project</a>	60%	No	Week 8
<a href="#">Group Reflection</a>	15%	No	Week 10

### Reflective Learning Diary

Assessment Type <sup>1</sup>: Qualitative analysis task

Indicative Time on Task <sup>2</sup>: 15 hours

Due: **Week 6**

Weighting: **25%**

The diary will consist of reflections on lectures and learnings, group activities and team development, and selected readings. The diary will assess leading 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'). It will be up to 15 pages.

On successful completion you will be able to:

- Identify and describe the challenging nature of change, its objectives, and the causes of high failure rates.
- Employ frameworks for understanding and influencing others with different views to themselves and reflect on the meaning and purpose of change and its leadership.

## Action Project

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

Indicative Time on Task <sup>2</sup>: 40 hours

Due: **Week 8**

Weighting: **60%**

The action study project will apply mapping change tools to a project selected in consultation with the student, conduct a 'real-life' intervention informed by the change map, and evaluate the mapping activity and the intervention. The project will include five sections: · Introduction · Change Map · Change Management Plan · Change Evaluation · Conclusion This will be up to 20 pages.

On successful completion you will be able to:

- Apply techniques for leading the cycle of change.
- Apply concepts for leading individuals and groups through cycles of change.

## Group Reflection

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

Indicative Time on Task <sup>2</sup>: 15 hours

Due: **Week 10**

Weighting: **15%**

The Group Reflection will have two parts: (1) Learning Diaries and (2) Case Study Projects. Students will be placed into groups. They will discuss, compare and contrast their individual learning diaries and case study projects. Students will submit one document of up to 20 pages in length.

On successful completion you will be able to:

- Identify and describe the challenging nature of change, its objectives, and the causes of high failure rates.
- Apply techniques for leading the cycle of change.
- Apply concepts for leading individuals and groups through cycles of change.
- 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

Required text	<ul style="list-style-type: none"><li>• Palmer, I. Dunford, R., Buchanan, D. A. (2021) <i>Managing Organizational Change: A Multiple Perspectives Approach</i>. Fourth Edition (International Student Edition). New York, NR; McGraw Hill. ISBN 978-1-260-59795-0.</li></ul>
Recommended Text	<ul style="list-style-type: none"><li>• <b>Badham, Richard (2013)</b>. Short Change. An Introduction to Managing Change. Suny Press, ISBN: 9789662965094</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>).</p>
Unit web page	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</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/login/">https://ilearn.mq.edu.au/login/</a> ) and Zoom.  iLearn will be used to host or provide links to video lectures, provide a discussion forum and assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	Number and length of classes: This is a <b>5-day block class of 8 hours per day</b> . Each day will include an interactive discussion of on-line lecture materials and textbook chapters, group exercises and presentations. Two days will be devoted to an ExperienceChange simulation and a Relating Compass Leadership Workshop.  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 Leganto on the <a href="#">iLearn</a> Unit page

## Unit Schedule

Please see iLearn.

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). 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](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central](https://policies.mq.edu.au) (<https://policies.mq.edu.au>) and use the [search tool](#).

## 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>

## 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](http://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.