MMBA8066

Leading Change

Term 2, In person-scheduled-intensive, North Ryde 2022

Department of Management

Contents

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General Information

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

General Assessment Information

Late submissions of assessments Unless a Special Consideration request has been submitted and approved, no extensions will be granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

Table 1: Penalty calculation based on submission time

Submission time after the due date (including weekends)	Penalty (% of available assessment task mark)	Example: for a non-timed assessment task marked out of 30
< 24 hours	10%	10% x 30 marks = 3-mark deduction
24-48 hours	20%	20% x 30 marks = 6-mark deduction
48-72 hours	30%	30% x 30 marks = 9-mark deduction
72-96 hours	40%	40% x 30 marks = 12-mark deduction
> 96 hours	100%	Assignment won't be accepted

Special Consideration To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date

Assessment Tasks

Name	Weighting	Hurdle	Due
Reflective Learning Diary	25%	No	1/05/2022
Action Project	60%	No	29/05/2022
Group Reflection	15%	No	12/06/2022

Reflective Learning Diary

Assessment Type [1]: Qualitative analysis task
Indicative Time on Task [2]: 15 hours
Due: **1/05/2022**

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 [1]: Project
Indicative Time on Task [2]: 40 hours
Due: **29/05/2022**
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 [1]: Reflective Writing
Indicative Time on Task [2]: 15 hours
Due: **12/06/2022**
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.

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[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 Writing Centre 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	Palmer, I. Dunford, R., Buchanan, D. A. (2021) *Managing Organizational Change: A Multiple Perspectives Approach.* Fourth Edition (International Student Edition). New York, NR; McGraw Hill. ISBN 978-1-260-59795-0
Recommended Text	**Badham, Richard (2013).** Short Change. An Introduction to Managing Change. Suny Press, ISBN: 9789662965094 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)
Unit Web Page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/). 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	The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	Recommended readings are provided via the links on the iLearn Unit page
Inherent Requirements	None

Unit Schedule

This unit of study is offered in person-scheduled-intensive, block mode.

1st Intensive: Friday 22, Saturday 23, and Sunday 24 April, 2022, 9 am - 5 pm each day (3-days) - Week 3.

2nd Intensive: Saturday 14 and Sunday 15 May 2022, 9 am - 5 pm each day (2-days) - Week 6.

Venue: 103 Westpac Theatre, 1 Management Drive, MGSM, Macquarie University.

See iLearn for Session details.

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (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
- Assessment Procedure
- Complaints Resolution 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). 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) 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 or if you are a Global MBA student contact globalmba.support@mq.edu.au

Academic Integrity

At Macquarie, we believe academic integrity – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free online writing an

d maths support, academic skills development and wellbeing consultations.

Student Support

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

The Writing Centre

The Writing Centre provides resources to develop your English language proficiency, academic writing, and communication skills.

- Workshops
- Chat with a WriteWISE peer writing leader
- Access StudyWISE
- Upload an assignment to Studiosity
- Complete the 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

Macquarie University offers a range of Student Support Services including:

- IT Support
- Accessibility and disability support with study
- Mental health support
- Safety support to respond to bullying, harassment, sexual harassment and sexual assault
- Social support including information about finances, tenancy and legal issues

Student Enquiries

Got a question? Ask us via AskMQ, or contact Service Connect.

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.