



G MBA8032

Manage Change

Coursera term 5, Online-scheduled-weekday 2022

Department of Management

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General Information

Unit convenor and teaching staff Paul Nesbit paul.nesbit@mq.edu.au
Credit points 5
Prerequisites Admission to GMBA or GradCertGlobalBusPrac
Corequisites
Co-badged status
Unit description Modern organisations are characterized by increasingly higher levels of uncertainty, complexity and diversity. In this context, power and politics play a significant role in all decision-making. Being 'savvy' about the presence and character of organisational politics and having the capabilities and 'nous' to be able to influence people in this context is a crucial capability for managers at all levels. This is particularly the case for entry into senior leadership positions. Areas covered in this unit that address these issues, include: conceptualising and measuring power and politics; appreciating the nature and interplay between 'positive' and 'negative' politics; analysing and developing strategies for influencing stakeholders; building coalitions, and effectively establishing, integrating and influencing steering committees and working teams; and acting with integrity and purpose in 'playing politics'.

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: Re-imagining change by re-defining the change problem and developing a balanced and reflective change mindset

ULO2: Creating change cycles that effectively apply tools and techniques for orienting, performing and evaluating change

ULO3: Developing leadership strategies that are mindful of the complexity and

challenges of change and mobilise energy for transformation

General Assessment Information

Late Assessment Submission Penalty (written assessments)

Unless a [Special Consideration](#) request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. **Submission time for all written assessments is set at 11.55 pm.** A 1-hour grace period is provided to students who experience a technical concern.

For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to submit an application for [Special Consideration](#).

Assessment Tasks

Name	Weighting	Hurdle	Due
Learning diary	40%	No	Week 3
Action learning project	60%	No	Week 6

Learning diary

Assessment Type [1](#): Learning plan

Indicative Time on Task [2](#): 8 hours

Due: **Week 3**

Weighting: **40%**

Length: max 1,000 words (excl. references) Format: Written report Task: In this assignment, you will be asked to summarise your observations about reimagining and mapping change and reflect on how your ideas have changed since the start of the course.

On successful completion you will be able to:

- Re-imagining change by re-defining the change problem and developing a balanced and reflective change mindset
- Creating change cycles that effectively apply tools and techniques for orienting, performing and evaluating change

Action learning project

Assessment Type [1](#): Presentation

Indicative Time on Task ²: 16 hours

Due: **Week 6**

Weighting: **60%**

Length: 10-20 minutes group presentation | Individual learning diary: max 750 word individual report
Format: Presentation: Multimedia presentation (50%) | Learning diary: Written report (50%)
Task: In this assignment, you will be asked to apply your change knowledge (your 'head') in mapping change at Havas (your 'hand') and reflecting on how you will don masks, apply mirrors and leader change ('heart' and 'hand'). 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:

- Creating change cycles that effectively apply tools and techniques for orienting, performing and evaluating change
- Developing leadership strategies that are mindful of the complexity and challenges of change and mobilise energy for transformation

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

Please refer to Coursera.

Unit Schedule

Please refer to Coursera.

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](#)
- [Assessment Procedure](#)
- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

Students seeking more policy resources can visit [Student Policies \(https://students.mq.edu.au/support/study/policies\)](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 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 and 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.