



GMBA8002

Know Your Organisation

Coursera term 2, Online-scheduled-weekday 2023

Department of Management

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General Information

Unit convenor and teaching staff

Convenor, lecturer

Tess Howes

tess.howes@mq.edu.au

Please email for appointment

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://www.mq.edu.au/study/calendar-of-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

Late submissions of 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 11.55pm (Sydney time). 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](#).

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.

Word limits

Anything beyond a stated assessment word limit (other than your reference list) may not be marked. Seek any further clarification from the unit convenor.

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Business strategy - Individual	40%	No	Week 3		No	
Written Report - Individual	60%	No	Week 6		No	

Business strategy - Individual

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 10 hours

Due: **Week 3**

Weighting: **40%**

Groupwork/Individual:

Short extension ³: No

AI Approach:

Length: max. 1,000 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 ¹: Report

Indicative Time on Task ²: 14 hours

Due: **Week 6**

Weighting: **60%**

Groupwork/Individual:

Short extension ³: No

AI Approach:

Length: 1,800 - 2,000 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
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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
- [Academic Success](#) 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.

³ An automatic short extension is available for some assessments. Apply through the [Service Connect Portal](#).

Delivery and Resources

Please refer to the detailed information available in Coursera.

Unit Schedule

Please refer to the detailed information available in Coursera.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://policies.s.mq.edu.au) (<https://policies.s.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 Advocacy](#) provides independent advice on MQ policies, procedures, and processes

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.

Unit information based on version 2023.01R of the [Handbook](#)