MMBA8066

Leading Change

Term 2, In person-scheduled-intensive, City 2023

Department of Management

Contents

Disclaimer

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General Information

Unit convenor and teaching staff Steve Jaynes steve.jaynes@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 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 11.55pm. 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
Individual reflective learning journal	40%	No	Week 8
Action project group report	20%	No	Week 6
Action project presentation	40%	No	Week 5

Individual reflective learning journal

Assessment Type [1]: Qualitative analysis task
Indicative Time on Task [2]: 25 hours
Due: **Week 8**
Weighting: **40%**

Reflections on lectures, learning experiences, readings, group activities and group dynamics. 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'). 1500 word limit.

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 group report

Assessment Type [1]: Report
Indicative Time on Task [2]: 20 hours

Due: **Week 6**
Weighting: **20%**

Change management report. 2000 word limit.

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.

Action project presentation

Assessment Type [1]: Presentation
Indicative Time on Task [2]: 25 hours
Due: **Week 5**
Weighting: **40%**

Development and presentation of a change management proposal.

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

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 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.