GMBA8032
Manage Change
Coursera term 2, Online-scheduled-weekday 2024
Department of Management

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Disclaimer
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General Information

Unit convenor and teaching staff
Paul Nesbit
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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**

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**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. 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**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action learning project</td>
<td>40%</td>
<td>No</td>
<td>Week 4</td>
</tr>
<tr>
<td>Learning diary</td>
<td>60%</td>
<td>No</td>
<td>Week 6</td>
</tr>
</tbody>
</table>

**Action learning project**

Assessment Type 1: Presentation  
Indicative Time on Task 2: 12 hours  
Due: **Week 4**  
Weighting: **40%**

Length: 15-20 minutes

Weight: 40% (30% group; 10% individual)
Format: Group presentation

Task: In this assignment, you will be asked to present your views as change consultants by applying your change knowledge (your ‘head’) in mapping change at target organisation (your ‘hand’) and reflecting on how you will don masks, apply mirrors and lead change (‘heart’ and ‘hand’).

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

Learning diary

Assessment Type 1: Learning plan
Indicative Time on Task 2: 12 hours
Due: Week 6
Weighting: 60%

Length: 2,000 words
Weight: 60%
Format: Individual 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

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.
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**

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Please refer to the unit content on Coursera.

**Unit Schedule**

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Refer to the timetable information on the G MBA website or MQ Timetable Portal for Live Event session timings. Please note the timetable can be subject to change. See your Coursera unit for a detailed Live Event schedule.

Live Events will take place via Zoom each week starting in Week 1 and ending in Week 6. The links to the events will be active from 10 minutes prior to the scheduled time and are available via Live Events in the left-hand navigation menu in your Coursera unit.

You will need to use your Macquarie University student Zoom account to access the Live Events.

Attending the Live Event each week is an opportunity to engage with the unit content, your Unit Convenor, and classmates. Students are strongly advised to attend the Live Events. Recordings will be made available in the unit contents on Coursera shortly after the event.

**Unit Guide**

unitguides.mq.edu.au

List units by department. Department of Accounting and Corporate Governance Department of Actuarial Studies and Business Analytics Department of Applied Finance Department of Economics Department of Health Sciences Department of Linguistics Department...

**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](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)

**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/](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/](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](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/). The policy applies to all who connect to the MQ network including students.

Unit information based on version 2024.01R of the [Handbook](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).