



MMBA8066

Organisational Change: Leading Multi-level Transformation

Term 4, Online-scheduled-weekday 2026

Department of Management

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General Information

Unit convenor and teaching staff

Steve Jaynes

steve.jaynes@mq.edu.au

Lecturer

Tess Howes

tess.howes@mq.edu.au

Contact via email

By appointment.

Credit points

10

Prerequisites

MMBA8070 or admission to GradCertMgtPostMBA

Corequisites

Co-badged status

Unit description

Leading change develops your ability to navigate the dynamics of organisational change, equipping you with techniques for diagnosing and addressing the challenges these dynamics create. The unit develops your awareness and ability to identify and manage the human aspects of change at individual and group levels. An applied and practical approach is designed for managing individual, group, and organisational change and to understand and influence change in uncertain, complex, demanding, and challenging situations. We address the role and influence of strategy change drivers, including digital transformation, climate, culture, politics, resistance, and communication.

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 failure and success.

ULO2: Apply perspectives of change to diagnose and evaluate change situations.

ULO3: Apply concepts and models of change to develop a change program.

ULO4: Employ frameworks for understanding and influencing others and reflect on the meaning and purpose of change and its leadership.

General Assessment Information

Late Submission Penalties (written assessments)

If you submit your assessment late, 5% of the total possible marks will be deducted for each day (including weekends), up to 7 days. Submissions more than 7 days late will receive a mark of 0.

Example 1 (out of 100):

If you score 85/100 but submit **20 hours late**, you will lose **5 marks** and receive **80/100**.

Example 2 (out of 30):

If you score 27/30 but submit **20 hours late**, you will lose **1.5 marks** and receive **25.5/30**.

Extensions

Automatic short extension: Some assessments are eligible for automatic short extension. You can only apply for an automatic short extension before the due date.

Special Consideration: If you need more time due to serious issues and for any assessments that are not eligible for Short Extension, you must apply for Special Consideration. Need help? Review the [Special Consideration page](https://students.mq.edu.au/study/assessment-exams/special-consideration) for further details: <https://students.mq.edu.au/study/assessment-exams/special-consideration>

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Skills development: Reflective learning journal	40%	No	22/11/2026	Individual	No	Open
Professional practice: Presenting strategic changes	40%	No	Week 7	Individual and Group	No	Observed
Professional practice: Organisational action project	20%	No	15/11/2026	Group	No	Open

Skills development: Reflective learning journal

Assessment Type **1**: Reflection task

Indicative Time on Task **2**: 25 hours

Due: **22/11/2026**

Weighting: **40%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to reflect on the overall content of the unit, your experience throughout and the meaning that the content and experience have for you and your work and career.

You will develop a reflective essay to discuss key reflections on the lectures and learnings, group activities and group dynamics and selected readings. The purpose of the essay is to develop your change capabilities and change intelligence.

Skills in focus :

- Critical thinking and problem solving
- Discipline knowledge

Deliverable(s): Written submission [max 1500 words]

Individual assessment

On successful completion you will be able to:

- Identify and describe the challenging nature of change, its objectives, and the causes of failure and success.
- Employ frameworks for understanding and influencing others and reflect on the meaning and purpose of change and its leadership.

Professional practice: Presenting strategic changes

Assessment Type ¹: Presentation task

Indicative Time on Task ²: 25 hours

Due: **Week 7**

Weighting: **40%**

Groupwork/Individual: Individual and Group

Short extension ³: No

AI Approach: Observed

The purpose of this assessment is for you to work with peers to demonstrate your understanding and application of change concepts, tools and practices to guide organisations through major change.

You will develop and present an action plan for a change program. Your presentation should begin with a summary of an organization and its industry, the findings of your action project and a summary of key findings.

Skills in focus :

- Work readiness
- Critical thinking and problem solving
- Communication skills
- Collaboration skills

Deliverable(s): Group presentation (max 20 minutes; marked individually 30% and group 10%)

Individual and group assessment

On successful completion you will be able to:

- Identify and describe the challenging nature of change, its objectives, and the causes of failure and success.
- Apply perspectives of change to diagnose and evaluate change situations.
- Apply concepts and models of change to develop a change program.
- Employ frameworks for understanding and influencing others and reflect on the meaning and purpose of change and its leadership.

Professional practice: Organisational action project

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 20 hours

Due: **15/11/2026**

Weighting: **20%**

Groupwork/Individual: Group

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to work with peers in the application of change concepts and models for leading organisations through change.

You will develop a change program for an organisation experiencing major change. This organization should be a well-known organization with sufficient data accessible in the public domain or an organization for which a group member works in or has access to the necessary data.

Skills in focus :

- Discipline knowledge
- Critical thinking and problem solving
- Communication skills
- Collaboration skills

Deliverable(s): Written submission [max 2000 words]

Group assessment

On successful completion you will be able to:

- Identify and describe the challenging nature of change, its objectives, and the causes of failure and success.
- Apply perspectives of change to diagnose and evaluate change situations.
- Apply concepts and models of change to develop a change program.
- Employ frameworks for understanding and influencing others and reflect on the meaning and purpose of change and its leadership.

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 see the unit site on iLearn.

Unit Schedule

Please see the unit site on iLearn.

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 connect.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/>

Academic Success

[Academic Success](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Ask a Study Coach](#)
- [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 the [Service Connect Portal](#), or contact [Service Connect](#).

IT Help

For help with University computer systems and technology, visit <https://students.mq.edu.au/support/technology/service-desk>.

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 2026.03 of the [Handbook](#)