



BUSA8030

Management of Data, Analytics and Change

Session 2, In person-scheduled-weekday, North Ryde 2026

Department of Actuarial Studies and Business Analytics

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General Information

Unit convenor and teaching staff

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Credit points

10

Prerequisites

Admission to MBusAnalytics or MMgmt or MEngMgt or MActPrac or MCom or MITAI or MIT or GradCertResMQBS or GradDipResMQBS

Corequisites

Co-badged status

Unit description

This unit makes decision making, people management and soft skills in analytics a priority. It will help students develop an understanding of how data analytics can be used to influence decision making, to manage business processes, projects and people, and to drive change. Students will also learn about enterprise information systems and contemporary digital technologies that are essential for managing data and driving analytics in organisations. The unit will cover topics such as business-analytics alignment, contemporary digital technologies, business process management, change management, and accountability and ethics in business analytics. The unit also will include how to examine the value propositions of data analytics projects and how to engage key stakeholders to achieve short-term and long-term organisational goals.

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: Assess human, ethical, organisational and technical issues associated with data and business analytics.

ULO2: Recognise and apply different perspectives to help organisations develop evidence-based and data driven decision making practices.

ULO3: Design and conduct analysis to prepare organisations and employees for

change.

ULO4: Examine and (re)design business processes for successful use of business analytics initiatives and projects in organisations.

ULO5: Examine and analyse fundamental digital technological needed for effective implementation of analytics projects.

General Assessment Information

Late Submission Penalties

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](#) for further details.

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Professional practice: Critical analysis report	35%	No	04/09/2026	Individual	Yes	Open
Skills development: Learning reflection	20%	No	18/10/2026	Individual	No	Open
Professional practice: Business analytics project plan portfolio	45%	No	30/10/2026	Individual and Group	No	Observed

Professional practice: Critical analysis report

Assessment Type ¹: Professional task

Indicative Time on Task ²: 30 hours

Due: **04/09/2026**

Weighting: **35%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open

The purpose of this assessment is for you to conduct a critical analysis of a real-world organisation's digital, data, and technology strategy, and evaluate how analytics creates value and drives business transformation.

You will choose a case organisation from a selected industry and write a professional business report that critically evaluates the organisation's goals, the supporting data and analytics technologies, and the enabling management practices. You will also examine how analytics is reshaping the industry and business strategy.

Skills in focus:

- Critical thinking and problem solving
- Communication skills
- Discipline knowledge
- Work readiness
- Digital skills

Deliverable(s): Business report [max 2500 words]

Individual assessment

On successful completion you will be able to:

- Recognise and apply different perspectives to help organisations develop evidence-based and data driven decision making practices.
- Examine and analyse fundamental digital technological needed for effective implementation of analytics projects.

Skills development: Learning reflection

Assessment Type ¹: Portfolio

Indicative Time on Task ²: 20 hours

Due: **18/10/2026**

Weighting: **20%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to reflect on your learning journey throughout the unit,

specifically focusing on big data, change management, and analytics.

You will demonstrate your ability to assess your understanding by writing two forum posts that critically evaluate your initial perceptions and subsequent learning. These posts will draw from class activities and empirical examples to illustrate your growth in recognising, analysing, and applying key concepts in organisational change and data-driven decision-making.

Skills in focus:

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

Deliverable(s): Two iLearn Forum Posts (10% each)

Individual assessment

On successful completion you will be able to:

- Assess human, ethical, organisational and technical issues associated with data and business analytics.
- Recognise and apply different perspectives to help organisations develop evidence-based and data driven decision making practices.
- Design and conduct analysis to prepare organisations and employees for change.
- Examine and (re)design business processes for successful use of business analytics initiatives and projects in organisations.

Professional practice: Business analytics project plan portfolio

Assessment Type ¹: Professional task

Indicative Time on Task ²: 40 hours

Due: **30/10/2026**

Weighting: **45%**

Groupwork/Individual: Individual and Group

Short extension ³: No

AI Approach: Observed

The purpose of this assessment is for you to work in a team and act as Business Consultants, applying your skills in business analytics and digital transformation to solve a real-world problem for a specific organisation (government, public, or private sector).

You will collaborate to identify a business challenge and propose a data-driven solution using analytics tools and concepts. The task involves planning and implementing a digital transformation strategy, demonstrating your understanding of change management, process

improvement, and the human (hard and soft) elements that support success.

Skills in focus:

- Discipline knowledge
- Critical thinking and problem solving
- Collaboration and communication
- Digital skills

Deliverable(s): Written analysis (30% - Group) [max 5000 words] and supplementary Presentation (15% - Individual, each group is 15 minutes, each student will present 5-6 minutes). The supplementary presentation gives each individual student the opportunity to explain their contribution to the report.

Individual and group assessment

On successful completion you will be able to:

- Recognise and apply different perspectives to help organisations develop evidence-based and data driven decision making practices.
- Examine and analyse fundamental digital technological needed for effective implementation of analytics projects.

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

This unit is delivered via a three hours weekly face to face in person classes including: One and a half hour lecture plus one and a half hour seminar. The lecture is comprised of theoretical presentation of key concepts via lecture slides while the seminar comprises of practical hands on activities based on the lecture material and readings. Seminars are not a substitute of the lecture and students are encouraged to attend the lectures and complete the readings and activities

presented during the lecture to gain the full benefits of the unit and achieve the learning outcomes. This unit will use a flipped classroom learning approach where students learn new material through videos or readings, outside of class time, and then use class time for interactive activities, discussions, and problem-solving with the instructor acting as a facilitator.

There will be a clear focus on critical thinking for problem solving as key skills anticipated from the industry for the future business analyst.

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 2026.05 of the [Handbook](#)