

Assignment 2 (35%): Business case analysis (1,500-word +/- 10%)

Change management report to ensure successful deployment of new disruptive initiatives.

Relevant SILOs:

ILO 2. Design change management plans to ensure successful transition of change, particularly through the lens of a data-driven change initiative.

ILO 4. Develop a business case for change.

Rationale:

In recent years, you have been experiencing constant innovations, technological disruptions, and drastic changes in people's behaviours, all of which have established the “new normal”. Businesses had to change to survive and grow at a speed that no one can imagine. New business models have emerged to address new demands and build a sustainable future. In either disruptive innovation or natural disruption, changes are inevitable, and a change plan is a useful tool to increase the chance of success by defining the path to get things done and managing associated risks.

Task:

In this task, you are asked to develop a change plan to ensure the success of a new disruptive initiative.

Instructions:

Note: This is a hypothetical scenario. La Trobe University (LTU) is used due to the familiarity of the organisation and you can use the LTU website to gain more information.

La Trobe University is embarking on a major transformation of its learning management system (LMS) where they are planning a migration from Moodle to Blackboard Learn. After an in-depth research LTU has made the decision for this change. Below are some summarised reasons for the change:

1. Comprehensive Suite of Features:

- Blackboard Learn offers a comprehensive, all-in-one LMS that includes built-in tools for course management, assessments, communication, and collaboration. This can reduce the need for additional third-party integrations.
- Moodle is highly customizable but often requires additional plugins to achieve the same level of functionality, which can add complexity and maintenance overhead.

2. Enterprise-Level Support and Services:

- Blackboard Learn provides extensive enterprise-level support, including dedicated customer service, technical support, and ongoing training for faculty and administrators. This is particularly beneficial for large institutions that need reliable, 24/7 support.
- Moodle support is usually provided by third-party vendors or handled internally by the institution, which may not offer the same level of service as Blackboard's dedicated support teams.

3. Scalability and Reliability:

- Blackboard Learn is designed for large-scale implementations, making it a preferred choice for institutions with thousands of users and a need for a robust, scalable system. Blackboard Learn is optimized to handle large volumes of users, courses, and data.
- Moodle can scale, but managing large implementations often requires more technical expertise and resources, particularly in terms of server infrastructure and optimization.

4. Integrated Virtual Learning Environment (VLE):

- Blackboard Learn includes integrated tools like Blackboard Collaborate, a virtual classroom tool that offers seamless video conferencing, real-time collaboration, and interactive learning experiences. This can be a significant advantage for institutions prioritizing synchronous online learning.
- Moodle supports virtual classrooms, but typically relies on third-party integrations (like BigBlueButton or Zoom), which may not be as tightly integrated or may require additional configuration.

5. Advanced Analytics and Reporting:

- Blackboard Learn offers robust analytics and reporting features, including predictive analytics that help institutions track student progress, identify at-risk students, and improve learning outcomes. These tools are built into the platform and can provide valuable insights with minimal setup.
- Moodle has analytics capabilities, but they often require additional plugins or custom development to achieve the same level of functionality as Blackboard Learn.

6. Compliance and Security:

- Blackboard Learn places a strong emphasis on compliance with data protection regulations like GDPR, FERPA (in the U.S.), and other standards. The platform is regularly updated to meet the latest security requirements, making it a safe choice for institutions that need to ensure data security and compliance.
- Moodle can be configured to meet compliance standards, but this typically requires more hands-on management and expertise, particularly for institutions with strict regulatory requirements.

7. User Experience and Interface:

- Blackboard Learn is designed with a user-friendly interface that is intuitive for both instructors and students. The platform offers a consistent and polished experience, with a focus on usability.
- Moodle offers flexibility in terms of design, but the user experience can vary depending on how the platform is configured. Some users find Moodle's interface less intuitive, particularly if extensive customization has been applied.

8. Mobile Accessibility:

- Blackboard Learn provides a dedicated mobile app (Blackboard App) that is well-integrated with the platform, offering a consistent experience across devices. The app supports various functions, including accessing course materials, participating in discussions, and submitting assignments.
- Moodle also offers a mobile app, but the experience can be inconsistent depending on how the platform has been customized and what plugins are used.

9. Third-Party Integrations and Partnerships:

- Blackboard Learn has established partnerships with various third-party educational technology providers, making it easier to integrate with other tools and services that institutions might already be using.
- Moodle has a large community and many available plugins, but integration with third-party tools may require more technical effort and may not be as seamless as with Blackboard Learn.

LTU has a strong academic culture with a focus on excellence in teaching and research. However, there is a generational divide in terms of technological proficiency and openness to

new technology introduced. The University is actively promoting a culture of innovation, collaboration, and lifelong learning to foster a mindset that embraces the blended learning model and future educational advancements. The university has implemented a system of incentives and recognition for faculty members who embrace the new platform (early adopters).

There's a mixed track record at the university when it comes to implementing large-scale changes. While they have successfully introduced new academic programs and updated campus facilities, previous attempts at adopting new technologies and teaching methodologies have faced resistance from some faculty members and administrative hurdles. The success rate with organizational changes has been moderate, with some initiatives succeeding while others have faced challenges in implementation and adoption. You can use the LTU website to learn more about the organisation. As a starting point, go to <https://www.latrobe.edu.au/about>

Note: If you are repeating this subject, you cannot use the same report you used in a previous semester. If this occurs, your submission will be given 0 marks.

Specific Requirements:

For the above case, you need to develop a change management report that:

- Use the provided change management template.
- You will be using an adopted version of ADKAR change plan. All parts of the template should be completed.
- Refer to the Rubric for further guidance.
- Please note reference list is not part of the word count.
- Due date: please refer the LMS Assessment block.

Formatting instructions:

- This is a written assignment; scholarly conventions should be observed. Use APA7 (see the Academic Referencing Tool).
- Minimum 6 references.