

Victoria Management School

MMBA 560 LEADING CHANGE

Trimester Two 2007

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Dr Todd Bridgman

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Phone: 463 5118

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Website: www.vuw.ac.nz/vms

Class Times and Room Numbers

Thursdays: 7.40pm – 9.30pm (RH GO2)

Introduction

It is now widely recognized that the organisations that can quickly react and adapt with minimal disruption are the ones that will be most likely to survive and thrive in an increasingly globalised and turbulent marketplace. Because of this, a proven capacity to lead change has become a crucial but frequently elusive competence for senior and middle managers to acquire and continually enhance. This paper has been designed to develop that competence. Building on the material covered in MMBA 505 (Organisational Behaviour) and MMBA 519 (Human Resource Management), it will draw on a blend of academic and practitioner perspectives, experiences, successes and failures to provide you with a deeper understanding of the challenges and the complexities of leading change effectively.

Programme and Course-related Learning Objectives

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
 - through active participation in class discussion
 - through the development and presentation of oral and written reports
 - through formal and informal classroom debate
- to develop critical and creative thinking skills
 - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
 - through debate and classroom discussion
- to develop leadership skills
 - through structuring independent study
 - through leading a project or group exercise
 - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

Overall Course Objectives

At the end of this course you should have gained:

- a deeper appreciation of change leadership, involving the integration of previous MBA learning, especially MBA core subjects
- an appreciation of multiple perspectives for understanding organisational change
- a broad understanding of the major approaches that have been developed to lead change
- an appreciation of the roles of external consultants in implementing change processes
- a heightened awareness of the politics of managing change and familiarity with political strategies and tactics
- an understanding of the issues involved in leading culture change
- critical insight into why change is resisted and the different forms that resistance can take

Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- to demonstrate an understanding of different perspectives for conceptualising change in organisations
- to develop an ability to critically evaluate theory, concepts and frameworks and apply them to change leadership situations
- to generate a deeper understanding of the complexities of leading change

Workload

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30hrs during the mid-trimester break.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed individual assignments.

Readings

A set of readings for the following week will be made available at the beginning of each class, starting at the first class on July 19. There is no required reading for the first class, which will focus on your personal experience of change.

Assessment Requirements

Assignment	Title	Weight	Due Date
1	Retrospective Account of a Personal Change Experience	30%	August 16
2	Portrait of a Leader <ul style="list-style-type: none">• Written report• Oral presentation	30% 10%	October 4
3	Change Management Case Study	30%	October 18
	TOTAL	100%	

1. Retrospective Account of a Personal Change Experience (Individual Assignment)

Due Date: In class on August 16 Marks: 30%

Length: 2000 words

For this assignment you need to look back at your life experiences and select a change that was particularly important to your development as a person. This should be something that happened to you in the work place. The objective is to reflect and analyse what happened during that transition in an effort to consolidate your understanding and perhaps gain some fresh insight into it. In your account you should clearly describe the change that you experienced; what triggered it and how you felt about the change process before, during and after it unfolded. You should consider how the change might have been better managed by you and others in the organisation. You should close your account by providing advice to others who might be faced with this kind of change in the future. You will be assessed on your ability to make sense and critically reflect upon your own experience using a blend of your own concepts and suppositions as well as others' conceptual frameworks.

2. Portrait of a Leader (Group Assignment)

Due: In class on October 4

Written Report Length: 2000 words Marks: 30%

Presentation Length: 15 minutes Marks: 10%

Early on in the course you will be broken into small groups. Each group will select a leader who has had a major impact upon a private, public or non-profit sector organisation based in New Zealand. Given that you will be relying largely on secondary accounts of this individual, the leader should have attracted some attention from the media and possibly academic commentators. Your task is to analyse what the leader did to effect the organisational change. Specifically, you should examine how it was that the individual assumed the position of change agent; what change was needed and to what in particular have they and others attributed their success or failure in bringing about change. Explain why you selected the leader and what you think are the key lessons to be gleaned from this account about what should and should not be done when leading and managing organisation-wide change. In addition to producing a report, you will make a 15-minute presentation of your research to the class. Guidelines for assessing the presentation will be provided to help you to plan and organise the presentation.

3. Change Management Case Study (Individual Assignment)

Due: 4pm October 18 Marks: 30%

Length: 2000 words

In the last session you will be assigned a case study that you will be required to analyse and write up. You will have one week within which to complete the assignment. You will be presented with a business case situation involving an organisational change management problem. Drawing on material covered in classroom sessions as well as the readings, you will be asked to make an assessment of the situation and lay out recommendations as to how you think the change should best be managed.

Length Guidelines

Word limits should be adhered to, although +/- 20% is acceptable. Assignments which are more than 20% over the word limit will need to be resubmitted.

Handing in assignments

Assignments 1 and 2 should be handed in at class. Assignment 3 should be submitted by email to the course coordinator. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Complete all assignment work

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A "zero" mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Victoria MBA Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds "competency".

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to "fail" the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 560.

Course Schedule

Week	Date	Topic
1	July 12	*** NO CLASS ***
2	July 19	Introduction The Experience of Change
3	July 26	Conceptualising the Experience of Change
4	August 2	Perspectives on Change
5	August 9	Strategising Change I: The Big Picture
6	August 16	Strategising Change II: The Role of the Change Leader
	To be scheduled	Strategising Change III: The Role of Consultants
		Mid-Trimester Break
7	September 6	Implementing Change I: Power, Politics and Persuasion
8	September 13	Implementing Change II: Culture Change
9	September 20	Attitudes to Change I: Resistance
10	September 27	Attitudes to Change II: Cynicism and Ambivalence
11	October 4	Group Presentations
12	October 11	Course Review

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.



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Assignment Cover Sheet

Assignment No.

Word Length: _____

Name: _____

Student ID: _____



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