

Victoria Management School

MMBA 560 LEADING CHANGE

Trimester Two 2008

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

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PROGRAMME ADMINISTRATOR

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Class Times and Room Number: Mondays, 17:40-19:30, Room: RHG04

Trimester Dates: Monday 7 July to Saturday 8 November 2008

Course Description and Learning Objectives

Leaders in every field are called upon to continuously transform themselves and their organizations. The pace and intensity of the 21st century business environment has produced a world confronted with a mounting array of challenges such as persistent poverty, environmental degradation, clashes of cultures, insecurity, and more; as well as profound opportunities such as information technologies, biotechnology, and globalisation. Creatively and successfully addressing these challenges and taking advantage of these opportunities requires effective decision making in ambiguity, enlightened management of relationships with diverse constituencies, and courageous leadership.

While change is vital to organizational growth and survival, change initiatives have a dismal record of success. Researcher shows 50-70% of corporate change initiatives fail; Mergers and acquisitions fail between 40-80% of the time; and 70-90% of companies fail to successfully implement their own strategic plans. "People issues" are the most cited reason for failure. How can you improve the odds for your own change initiatives? This course is designed to develop the skills, resources, and cultural insights for developing and implementing sustainable change strategies.

Using contemporary and classical texts, case studies, and exercises, participants will engage in a collaborative exploration of frameworks, models, best practices and perspectives on leading change.

Through dialogue with peers and reflecting on their own values, participants will enhance their ability as leaders to enlist others in a shared mission of sustainable change. Learning objectives in developing knowledge of the strategic, organizational and personal challenges of successful change include:

- Identifying successful innovations and addressing disruptive change in a dynamic world
- Examining the dynamics of innovation, disruptive change, and organizational structure
- Designing, implementing and communicating strategic change
- Exploring organizational architectures for short-run and long-term success
- Exploring the roles of leadership and teams in change
- Creating culture and congruence in change initiatives
- Negotiating the power and politics change management
- Creating sources of leverage, energy, and sustainability for transformative change
- Anticipating and overcoming obstacles to change
- Implementing innovative solutions for sustainable change

Expected Workload

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30 hrs 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 assignments.

Readings: All readings will be provided via Blackboard as follows:

No.	Date	Topic	Readings/Media
1	7/07/08	Introduction: Why Leading Change and Organisational Renewal?	1 Tichy, N. (1997) <i>Leadership Engine</i> , excerpt 2 Frost, R. (1936) <i>Two Tramps at Mud Time</i> * "Ghandi" (1982) film clip & discussion
2	14/07/08	The Challenge of Leading Change & Organisational Renewal	3 Omerod, P. (2005) <i>Why Things Fail</i> . Wiley: New York 4 Thucydides (431 BC) <i>The Sicilian Expedition</i> , excerpt from the <i>History of the Peloponnesian War</i> 5 Kotter, J. (1995) <i>Leading Change: Why Transformation Efforts Fail</i> . <i>Harvard Business Review</i> 6 <i>Beowulf</i> c. 1,000 A.D. excerpt 7 Ahn, M. and Dornbusch, D. (2004) <i>From Leaders and Leadership: Managing Change</i> . <i>Journal of Leadership and Organizational Change</i> 8 Browning, R. (1864) <i>Prospice</i> 9 Koehn, N. (2003) <i>Leadership in Crisis: Ernest Shackleton and the Epic Voyage of the Endurance</i> . HBS 10 Ahn, M. & Bednerak, R. (2008) <i>Going for Growth at Gecko Press</i> . Working Paper
3	21/07/08	Leadership v. Management: What's the Impact on Innovation & Change?	11 Plato (360 BC) <i>The Republic</i> , Book IV (Plato's Cave allegory) 12 Snook, S. (2000) <i>Friendly Fire</i> . Princeton University Press * "12 O'Clock High" (1949) film clip & discussion
4	28/07/08	Change, Human Nature and Organisational Culture	13 Machievelli, N. (1532) <i>The Prince</i> , Chapters 15, 17, 18, 21, 23 14 Manville, B. and Ober, J. (2003) <i>Beyond Empowerment: Building a Company of Citizens</i> , <i>Harvard Business Review</i> 15 Kant, I. (1797) <i>Metaphysics of Morals</i> , First Section Transition from the Common Rational Knowledge of Morality to the Philosophical 16 Lawson, E. and Price, C. (2003) <i>The psychology of change management</i> . <i>The McKinsey Quarterly</i> 17 Henley, W. (1875) <i>Invictus</i> 18 Cicero (51 BC) <i>The Republic</i> III. XXII 19 Ahn, M., Davenport, S., Meeks, M. & Bednerak, R. (2008) <i>Magritek: A Case Study of Global Technology-Based Entrepreneurship from New Zealand</i> . Working Paper
5	4/08/08	Individual Paper/Presentation # 1	
6	11/08/08	Leading: Paradox of Action, Ambiguity, and Authenticity	20 Aristotle (350 BC) <i>The Nichomedian Ethics</i> , Book VI, Chapter 13 21 George, B., Sims, P., McLean, P., & Mayer, D. (2007) <i>Discovering Your Authentic Leadership</i> . <i>Harvard Business Review</i> 22 Szenes, H. (1944) <i>Blessed is the Flame</i> 23 Sophocles (442 BC) <i>"Antigone"</i> class performance and discussion
7	18/08/08	Break	
8	25/08/08	Break	
9	1/09/08	Negotiating Change and Power	24 Thucydides (431 BC) <i>The Melian Dialogue</i> , <i>History of the Peloponnesian War</i> 25 Rocket, Inc.: Caselet 26 Aristotle (350 BC) <i>Selected excerpts from Politics and Economics</i> 27 Herodotus (440 BC) <i>Histories</i> , 5.29 28 LaClair and Rao (2002) <i>Helping Employees Embrace Change</i> . <i>The McKinsey Quarterly</i>
10	8/09/08	Change and Organizational Justice	29 Plato (380 BC) <i>Euthyphro</i> 30 Friedman, M. (1968) <i>The Social Responsibility of Business is to Increase its Profits</i> 31 King, M.L. (1963) <i>Letter from a Birmingham Jail</i> * "Billy Budd" (1962) film clip & discussion
11	15/09/08	Individual Paper/Presentation # 2	
12	22/09/08	Alignment--What are we really doing this for?	32 Christiansen, C., Marx, M. & Stevenson, H. (2006) <i>The Tools of Cooperation and Change</i> . <i>Harvard Business Review</i> . 33 Plato (360 BC) <i>The Republic</i> , Book II, IX 34 Foster, R. (2001) <i>The Welch Legacy: Creative Destruction</i> . <i>WSJ</i> , Sep 10. 35 Goleman, D. (2000) <i>Leadership That Gets Results</i> , <i>Harvard Business Review</i> 36 Shelly, P. (1817) <i>Ozymandias</i> 37 McCoy, B. (1997) <i>The Parable of Sahdu</i> , <i>Harvard Business Review</i> 38 Armstrong, D.: <i>Scenes from "The Tutor"</i> --class performance and discussion
13	29/09/08	Change is Personal: Why should people follow you?	39 Schaeffer, L. (2002) <i>The Leadership Journey</i> . <i>Harvard Business Review</i> 40 Ancona, D. Malone, T., Orlikowski, A. and Senge, P. (2007) <i>In Praise of the Incomplete Leader</i> , <i>Harvard Business Review</i> 41 Rosenzweig, P. (2007) <i>The Halo Effect and Other Managerial Delusions</i> . <i>McKinsey Quarterly</i> 42 Tennyson, A. (1842) <i>Ulysses</i> 43 Loehr, J. and Schwartz, T. (2001) <i>The Making of a Corporate Athlete</i> . <i>Harvard Business Review</i> 44 Emerson, R.W. (1803-1882) <i>Success</i> 45 Ahn, M., Ackerley, D., Davenport, S., Meeks, M., & Bednerak, R. (accepted 2008) <i>Industrial Research Limited: New Zealand-Based Biopharmaceutical Entrepreneurship</i> . <i>The Management Case Study Journal</i> . * "Henry V" (1989) film clip & discussion
14	6/10/08	Final Team Paper/Presentation	

Assessment: The final grade will be based upon contributions from:

	<u>% Weight</u>
Attendance/Participation	10%
Individual Paper/Presentation #1	20%
Individual Paper/Presentation #2	20%
Personal Leadership Handbook	25%
Team Paper/Presentation	<u>25%</u>
Total	100%

- **Individual Paper & Presentation #1:** Please choose a local or international business leader who catalyzed a substantially positive or negative change to study, independently research, and answer the following questions below (please note all students will have to choose a different leader). The paper should be 2-4 pages, double-spaced; and the Powerpoint presentation delivered via personal computer should no more than 5 slides.
 - Who is this business leader and what is his/her unique history?
 - What was the background, decision(s) and consequences of the change catalyzed by this leader?
 - What business lessons can be learned from this leader?
- **Individual Paper & Presentation #2:** Please choose a local or international non-business leader who catalyzed a substantially positive or negative change to study, independently research, and answer the following questions below. The paper should be 2-4 pages, double-spaced; and the Powerpoint presentation delivered via personal computer should no more than 5 slides.
 - Who is this leader and what is his/her unique history?
 - What was the background, decision(s) and consequences of the change catalyzed by this leader?
 - What business lessons can be learned from this leader?
- **Personal Leadership Handbook:** Please keep a journal for the entire course 2-3 key issues raised for you from each class (through readings, media and discussions); and state how this issue may help you be more effective in current and/or future work situations. Please turn in the journal at the end of the course.
- **Team Presentation and Paper—Live Case:** You will be provided a live consulting case for a Wellington business facing a significant and disruptive business challenge. Please research and discuss as a team, then answer the following questions below. The paper should be no more than 5 pages, double-spaced; and develop a Powerpoint presentation delivered via personal computer should no more than 10 slides. The company will attend the presentation at the end of the course.
 - Conduct a situation analysis, develop strategic options, and recommended a course of action.
 - What changes in business strategy, structure, culture, financing, and operational execution are needed?
 - What are the risks, opportunities, and possible approaches for enabling and sustaining a successful transformation?

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 – 84%) to A+ (85% and above): 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/research/reference/referencingguides.aspx>).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

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 on the ground floor (EA005). This counter is the first point of contact for :

- 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.victoria.ac.nz/home/about/policy/students.aspx

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

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

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

www.victoria.ac.nz/home/studying/plagiarism.html

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 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.