VICTORIA
UNIVERSITY OF WELLINGTON

School of Government

MMPM 530
LEADERSHIP AND CHANGE IN THE PUBLIC SECTOR
(15 Points)

Trimester One / 2010

COURSE OUTLINE

Names and Contact Details

Course Coordinator: **Dr Todd Bridgman**
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Masters Administrator: **Darren Morgan**
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Office Hours: 8.30am to 5.00pm, Monday to Friday

Trimester Dates

Trimester Dates: Monday 1 March – Wednesday 30 June 2010
Teaching Period: Wednesday 24 February – Wednesday 23 June 2010

Class Times and Room Numbers

Module One:	Wednesday 24 February 2010	8.30am – 6.00pm
Module Two:	Wednesday 14 April 2010	8.30am – 6.00pm
Module Three:	Wednesday 9 June 2010	8.30am – 6.00pm

Locations: Classes will be held on the Pipitea Campus of Victoria University in Wellington and you will be advised of your classroom one week prior to each module by email.

Withdrawal Dates

Notice of withdrawal must be in writing / emailed to the Masters Administrator. Ceasing to attend or verbally advising a member of staff will NOT be accepted as a notice of withdrawal.

Students giving notice of withdrawal from this course after **Tuesday 9 March 2010** will NOT receive a refund of fees.

Associate Dean (Students)'s approval required for withdrawal from this course after **Friday 14 May 2010**.

See more information available via:

- **Withdrawal dates: Late withdrawals with Associate Dean (Students) permission (See Section 8: Withdrawals – from the Personal Courses of Study Statute)**
  http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf
- **Withdrawal dates: Refunds:**
  www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx

Course Content

Module	Date	Topic
1	Wednesday 24 February 2010	**Perspectives on Change** Introduction The Experience of Change Conceptualising the Experience of Change Change Metaphors and Frameworks
2	Wednesday 14 April 2010	**Leading Change, Changing Leadership** The Role of Consultants Hero Leadership Critical Approaches to Leadership Managing Resistance, Cynicism and Ambivalence
3	Wednesday 9 June 2010	**Leading Culture Change in the Public Sector** The Distinctiveness of Culture Change Analysing and Managing Culture Portrait of a Leader Presentations Course Review

Course Learning Objectives

At the end of this course you should have gained:

1. a deeper awareness of a personal change experience
2. an appreciation of multiple perspectives for understanding change in organisations
3. an understanding of different theories and approaches to leadership
4. critical insight into predominant attitudes to change faced by leaders and how these can be managed
5. an understanding of the issues involved in leading culture change in the public sector

Course Delivery

This course is delivered in a modular format, which includes a minimum of 24 hours contact. The 24 hours are broken up into three separate days of eight hours each (a 'module'). There are three modules in the course with approximately five to six weeks between each module. **Attendance is required at all three modular teaching days (8.30am – 6.00pm).**

Expected Workload

The learning objectives set for each course are demanding and, to achieve them, candidates must make a significant commitment in time and effort to reading, studying, thinking, and completion of assessment items outside of contact time. Courses vary in design but all require preparation and learning before the first module. Regular learning is necessary between modules (students who leave everything to the last moment rarely achieve at a high level). Expressed in input terms, the time commitment required usually translates to 65-95 hours (excluding class contact time) per course.

Readings

A set of readings will be made available prior to the start of the course. You are required to draw on the readings extensively during classes so it is important to have read them beforehand.

Materials and Equipment

It is expected that all written assignments will be prepared on white paper using PC technology and submitted in hard copy.

Assessment Requirements

Assignment	Title	Weight	Due Date
1	Retrospective Account of a Personal Change Experience	30%	Tuesday 30 March 2010
2	Portrait of a Leader • Written report • Oral presentation	20% 10%	Wednesday 9 June 2010
3	Essay	40%	Wednesday 23 June 2010
	TOTAL	**100%**	

Relationship between the assessments and the course learning objectives are as follows:

Learning Objective	Retrospective Account of a Personal Change Experience	Portrait of a Leader	Essay
1	X		X
2	X	X	X
3		X	X
4		X	X
5			X

1. **Retrospective Account of a Personal Change Experience (Individual Assignment)**
   Due: **4.00pm, Tuesday 30 March 2010**   Weight: **30%**
   Length: **2,000 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 gain 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 (Individual Assignment)**
    Due: **In class at Module 3 on Wednesday 9 June 2010**
    Written Report: Length: **2,000 words**   Weight: **20%**
    Presentation: Length: **10 minutes**   Weight: **10%**

    Select a leader who has had a major impact (either positive or negative) upon a private, public or non-profit sector organisation of your choice. Given that you will be relying 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/or should not be done when leading change. In addition to producing a report, you will make a 10-minute presentation of your research to the class.

3. **Essay (Individual Assignment)**
    Due: **4.00pm, Wednesday 23 June 2010**   Weight: **40%**
    Length: **3,000 words**

    During the final module on Wednesday 9 June 2010, you will be given a list of essay questions, of which you will be required to select one to answer. In writing the essay, you will be required to draw on theories, concepts and frameworks that we have covered in class.

Length Guidelines
The ability to write in an economical style is a skill that is valued in both academic and business settings and therefore word limits should be strictly adhered to. +/- 10% is acceptable, but assignments which are more than 10% over the word limit will need to be resubmitted. The word limit is all-inclusive i.e. tables, footnotes, references etc and **the word count must be included on all submitted written work.**

Handing in Assignments
Please submit all written assessments IN HARD COPY to:

> Post Experience Programmes
> School of Government
> Victoria University of Wellington
> Level 8 Reception
> Rutherford House
> 23 Lambton Quay
> P.O. Box 600,
> Wellington

Assignments that are submitted in person should be placed in the secure box at School of Government reception (Level 8, Rutherford House, Pipitea Campus) during office hours of 8.30am to 5.00pm, Monday to Friday. The assignment box is cleared daily, and assignments will be date stamped.

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Students should keep a copy of all submitted work.

Class Attendance

The School expects you to attend all three modules for the course. If, before enrolment for a course, you are aware that you will not be able to attend a module, you must notify the Director of Master's Programmes when you enrol explaining why you will not be able to attend. The Director of Master's Programmes will consult with the relevant course coordinator. In such circumstances, you may be declined entry into a course.

If you become aware after a course starts that you will be unable to attend a module or a significant part of a module (i.e. more than two hours in any given day), you must advise the course coordinator before the module explaining why you will be unable to attend. The course coordinator may excuse you from attendance and may also require you to complete compensatory work relating to the course content covered during your absence.

Deadlines and Failure to Meet Due Dates

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks will be deducted at the rate of five per cent for every day by which the assignment is late and no assignments will be accepted after five working days beyond the date they are due. For example, if you get 65% for an assignment, but you handed it in on Monday when it was due the previous Friday, you will get a mark of 50%.

If ill-health, family bereavement or other personal circumstances beyond your control prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. You should let your course coordinator know as soon as possible in advance of the deadline (if circumstances permit) if you are seeking an extension. Where an extension is sought, evidence, by way of a medical certificate or similar, may be required by the course coordinator.

Mandatory Course Requirements

Submit or participate in all pieces of assessment required for this course.

Communication of Additional Information

Additional information may be provided in class, by post, by email or via Blackboard.

Academic Integrity, Plagiarism, and the Use of Turnitin

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea. Even if it is presented in your own style, you must still acknowledge your sources fully and appropriately. This includes:

- material from books, journals or any other printed source
- the work of other students or staff
- information from the Internet
- software programs and other electronic material
- designs and ideas
- the organisation or structuring of any such material.

Acknowledgement is required for all material in any work submitted for assessment unless it is a 'fact' that is well-known in the context (such as "Wellington is the capital of New Zealand") or your own ideas in your own words. Everything else that derives from one of the sources above and ends up in your work – whether it is directly quoted, paraphrased, or put into a table or figure, needs to be acknowledged with a reference that is sufficient for your reader to locate the original source.

Plagiarism undermines academic integrity simply because it is a form of lying, stealing and mistreating others. Plagiarism involves stealing other people's intellectual property and lying about whose work it is. This is why plagiarism is prohibited at Victoria.

If you are found guilty of plagiarism, you may be penalised under the Statute on Student Conduct. You should be aware of your obligations under the Statute, which can be downloaded from the policy website (www.victoria.ac.nz/home/about/policy/students.aspx). You could fail your course or even be suspended from the University.

Plagiarism is easy to detect. The University has systems in place to identify it.

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine www.turnitin.com. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

There is guidance available to students on how to avoid plagiarism by way of sound study skills and the proper and consistent use of a recognised referencing system. This guidance may be found at the following website: www.victoria.ac.nz/home/study/plagiarism.aspx.

If in doubt, seek the advice of your course coordinator.

Plagiarism is simply not worth the risk.

Other Information

For the following important information, follow the links provided:

- **Academic Integrity and Plagiarism**
  www.victoria.ac.nz/home/study/plagiarism.aspx
- **General University Policies and Statutes**
  www.victoria.ac.nz/home/about/policy
- **AVC (Academic) Website: information including Conduct, Academic Grievances, Students with Impairments, Student Support**
  www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx
- **Faculty of Commerce and Administration Offices**
  www.victoria.ac.nz/fca/studenthelp/
- **Manaaki Pihipihinga Programme**
  www.victoria.ac.nz/st_services/mentoring/