

Victoria Management School

**MMBA 560 LEADING CHANGE**

Trimester Three 2010

**COURSE OUTLINE**

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**Contact Details**

**COURSE COORDINATOR**

**Dr Todd Bridgman**

Room: RH 903, Rutherford House

Phone: 463 5118

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**SENIOR ADMINISTRATOR**

**Linda Walker**

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Phone: 463 5367

Email: Linda.Walker@vuw.ac.nz

**Trimester Dates**

Please note that the third trimester commences on Monday 15 November, 2010 and runs until Saturday 19 February 2011. This course commences in the second part of the trimester.

**Examination Period**

Monday 14 February to Saturday 19 February 2011(inclusive)

**Teaching Dates:**

8 January 2011

15 January 2011

22 January 2011

29 February 2011

5 February 2011 (Leading Change Workshop)

**Times:** 9.00am – 4.00pm

**Venue:** Rutherford House Lecture Theatre 3 (RHLT3)

**Withdrawal from Course:**

Your fees will be refunded if you withdraw from this course on or before **9 January 2011**. The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. **28 January**. After that date, students wishing to withdraw late must apply on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of our Student Customer Service Desks.

## Course Content

Change is all pervasive today, at the level of the individual, organisation and society. It has become taken for granted that organisations must change to survive and thrive in an increasingly turbulent world. However, most change interventions fail to deliver their objectives and amongst the recipients of change there is evidence of growing cynicism, together with feelings of being overwhelmed by constant change. This suggests that it would be worthwhile critically examining what is regarded as 'best practice' in the area of change leadership. This course draws on a blend of academic and practitioner perspectives and considers cases of change success and failure in an attempt to generate a deeper understanding of the challenges and the complexities of leading change effectively.

Week	Date	Topic
1	January 8	<b>Perspectives on Change</b> Introduction The Experience of Change Conceptualising the Experience of Change Change Metaphors and Frameworks
2	January 15	<b>Leading Change, Changing Leadership</b> Management Fads and Fashions Hero Leadership Critical Approaches to Leadership
3	January 22	<b>Leading Culture Change</b> The Distinctiveness of Culture Change Analysing and Managing Culture
4	January 29	<b>Responses to Change</b> Conformity, Resistance and Cynicism <b>Portrait of a Leader Presentations</b> <b>Course Review</b>
5	February 5	<b>Leading Change Workshop</b>

## 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. an understanding of the issues involved in leading culture change
5. critical insight into predominant attitudes to change faced by leaders

## Course Delivery

The course will be delivered over four Saturday classes, plus a Saturday workshop.

## Expected Workload

150 hours, including reading in preparation for class, time spent in class and completion of the assessment requirements.

## Group Work

This course has one group assessment. The assessment criteria are available on the assessment mark sheet. Students are expected to contribute equally, and will therefore share the grade awarded.

## Readings

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

## Materials and Equipment

No other materials and equipment are required.

## Assessment Requirements

Assessment	Title	Weight	Due Date
1	Retrospective Account of a Personal Change Experience	25%	Wednesday January 19, 4pm
2	Portrait of a Leader <ul style="list-style-type: none"><li>• Written report</li><li>• Oral presentation</li></ul>	10% 5%	Saturday January 29
3	Examination	60%	14-19 February 2011
	<b>TOTAL</b>	<b>100%</b>	

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	Exam
1	X		X
2	X	X	X
3		X	X
4			X
5			X

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

Due: Wednesday January 19, 4pm

Weight: 25%

Length: 2000 words

Submit: via Blackboard

Select a change that you experienced at work that was important to your personal development. The aim is to reflect on that experience and gain deeper insight into it through the application of conceptual material. You should analyse 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 will be assessed on your ability to make sense and critically reflect upon your own experience through the application of concepts, ideas and/or frameworks.

### 2. Portrait of a Leader (Group Assignment)

Due: Saturday January 29

Submit: in class

Written Report Length: 2000 words

Weight: 10%

Presentation Length: 10 minutes

Weight: 5%

Early on in the course you will be broken into groups. As a group, 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. Your task is to conduct secondary (or desk) research – not primary research (e.g. interviews), so you will need to choose a leader where secondary material is available. You should analyse the rationale for the change, what the leader did to effect it and the reasons behind its success or failure. 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, your group will make a 10-minute presentation of your key findings to the class.

### **3. Examination**

Weight: 60%

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the period from **Monday 14 February to Saturday 19 February 2011**.

*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.*

#### **Length Guidelines**

The ability to write in an economical style is a valuable skill 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 inclusive of tables, figures, footnotes and appendices but exclusive of the list of references.

#### **Handing in assignments:**

Assignment 1 is to be submitted via Blackboard. Assignment 2 is to be submitted in class. Please keep an electronic copy of your work archived in case the original 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.

#### **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 coordinator prior to the due date.

#### **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.victoria.ac.nz/library/research/reference/referencingguides.aspx>

#### **Victoria MBA Grading Standards are as follows:**

##### **Excellent Category**

A- (75 – 79%) to A (80 – 85%) 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.

### Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Submit all assignments
- b. Obtain at least 40 per cent of the marks available (i.e. 20 marks out of 50) for the final examination.

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.

### Class representative

A class representative will be elected in the first class. That person's name and contact details will be made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

### Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://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.

### 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.

**For the following important information follow the links provided:**

#### Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

#### General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy>

#### AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

#### Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/>

#### Manaaki Pihipihinga Programme

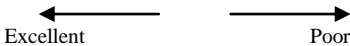
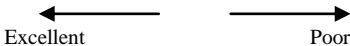
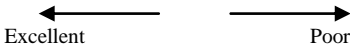
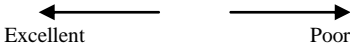


[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)

# MMBA 560 LEADING CHANGE

## Trimester 3, 2010

### Retrospective Account of a Personal Change Experience Marksheet

NAME:

Experience is analysed using conceptual material		Experience is described but not analysed using conceptual material
Reflection and analysis generates insight into experience		Description of experience does not generate insight
Suggestions for better managing the change reflect insight		Suggestions for managing the change better not discussed/ show no insight
Answer is structured coherently		Answer lacks a coherent structure and is hard to follow
Referenced appropriately		Referenced inappropriately
Word limit adhered to (+/- 10%)		Too long/too short

GENERAL COMMENTS:

GRADE:

# MMBA 560 LEADING CHANGE

## Trimester 3, 2010

### 'Portrait of a Leader' Written Report Marksheet

NAME:

The leader and the change are analysed using conceptual material	← Excellent	→ Poor	The leader and the change are described but not analysed using conceptual material.
Analysis generates insight into the leader	← Excellent	→ Poor	Description of leader and the change does not generate insight
Key lessons for leading change reflect insight	← Excellent	→ Poor	Key lessons not discussed/show no insight
Answer is structured coherently	← Excellent	→ Poor	Answer lacks a coherent structure and is hard to follow
Referenced appropriately	← Excellent	→ Poor	Referenced inappropriately
Word limit adhered to (+/- 10%)	← Excellent	→ Poor	Too long/too short

GENERAL COMMENTS:

GRADE:

# MMBA 560 LEADING CHANGE

## Trimester 3, 2010

### 'Portrait of a Leader' Oral Presentation Marksheet

NAME:

<b>STRUCTURE</b> Presentation has a clear and logical structure	← Excellent	→ Poor	Presentation is poorly structured, making it difficult to identify key points
<b>CONTENT</b> Valuable insights into the leader were produced	← Excellent	→ Poor	Analysis was superficial and failed to generate insights
<b>IMPACT</b> The style of delivery captures and holds the attention of the audience	← Excellent	→ Poor	The style of delivery is dull and does little to engage the audience
<b>TIME MANAGEMENT</b> The presentation was 10 minutes in length (+/- 1 minute)	← Excellent	→ Poor	The presentation was either under or over the 10 minute guideline (+/- 1 minute)

GENERAL COMMENTS:

GRADE:





Victoria Management School

**MMBA 560 Leading Change**

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**Assignment Cover Sheet**

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Assignment No. 1

**Word Length:** \_\_\_\_\_

Name: \_\_\_\_\_

Student ID: \_\_\_\_\_



Victoria Management School

**MMBA 560 Leading Change**

Trimester 3 2010

**Assignment Cover Sheet**

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Assignment No. 2

**Word Length:** \_\_\_\_\_

Name: \_\_\_\_\_

Student ID: \_\_\_\_\_