School of Government

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

Trimester One / 2011

COURSE OUTLINE

Names and Contact Details

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

Trimester Dates

Wednesday 23 February to Wednesday 22 June 2011

Withdrawal from Course

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.

1. Your fees will be refunded if you withdraw from this course on or before **Friday 11 March 2011**.

2. The standard last date for withdrawal from this course is **Friday 13 May 2011**. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late'* including

supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Module One:	Wednesday 23 February 2011	8.30am – 6.00pm
Module Two:	Tuesday 19 April 2011	8.30am – 6.00pm
Module Three:	Wednesday 8 June 2011	8.30am – 6.00pm

Attendance is required at all three modular teaching days

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.

Course Content

Module	Date	Topic
1	Wednesday 23 February 2011	**Perspectives on Change** Introduction The Experience of Change Conceptualising the Experience of Change Change Metaphors and Frameworks
2	Tuesday 19 April 2011	**Leading Change, Changing Leadership** Management Fads and Fashions Hero Leadership Critical Approaches to Leadership Managing Resistance and Cynicism
3	Wednesday 8 June 2011	**Leading Culture Change in the Public Sector** The Distinctiveness of Culture Change Analysing and Managing Culture **Portrait of a Leader Reflections** **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
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.

Assessment Requirements

Assignment	Title	Weight	Due Date
1	Retrospective Account of a Personal Change Experience	30%	Tuesday 5 April 2011
2	Portrait of a Leader	30%	Wednesday 8 June 2011 (Module 3)
3	Essay	40%	Wednesday 22 June 2011
	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**
   Due: **4.00pm, Tuesday 5 April 2011**   Weight: **30%**
   Length: **2,000 words**

   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**
   Due: **In class at Module 3, on Wednesday 8 June 2011**
   Length: **2,000 words**   Weight: **30%**

   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. You 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 written report, you will be invited to discuss your findings during a reflection session at the final module, however it is only the written report that will be assessed.

3. **Essay**
   Due: **4.00pm, Wednesday 22 June 2011**   Weight: **40%**
   Length: **2,500 words**

   On Wednesday 25 May 2011, a list of essay questions will be posted on Blackboard. 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.

<u>**Length Guidelines**</u>
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 and appendices but exclusive of the bibliography/list of references.**

<u>**Handing in Assignments**</u>
- Assignments 1 and 3 are to be submitted via Blackboard.

- Assignment 2 is to be submitted IN HARD COPY directly to the Course Coordinator in class at Module 3 on Wednesday 8 June 2011.

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.

Penalties

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.

Blackboard is Victoria University's online environment that supports teaching and learning by making course information, materials and other learning activities available via the internet through the MyVictoria student web portal.

To access the Blackboard site for this course:

1. Open a web browser and go to www.myvictoria.ac.nz .
2. Log into MyVictoria using your ITS Username (on your Confirmation of Study) and password (if you've never used the Victoria University computer facilities before, your initial password is your student ID number, on your Confirmation of Study, Fees Assessment or student ID card – you may be asked to change it when you log in for the first time).
3. Once you've logged into MyVictoria, select Blackboard (from the options along the top of the page) to go to your Blackboard homepage.
4. The "My Courses" box displays the courses you have access to (please note that only courses that are actually using Blackboard will be displayed), so select "11.1.MMPM530: Ldshp & Chge in the Publ Sect" for the course-specific Blackboard site.

Information emailed to you via Blackboard can only be sent to your @myvuw.ac.nz email address (the free email address created for you when you enrol and accessed via the MyVictoria student web portal). If you want to receive these emails at your preferred email address (e.g. your home or work email address), it is **essential** that you activate your @myvuw.ac.nz email address before the start of the course and you modify the settings so all emails sent to it are automatically forwarded to your preferred email address. Please go to www.victoria.ac.nz/its/student-services/FAQs.aspx#Email_Forward for more information.

You are recommended to ensure that your computer access to Victoria University's computer facilities, such as MyVictoria, Blackboard and email, is working BEFORE your course starts. If you have any problems, you should contact the ITS Helpdesk on (04) 463 5050 or its-service@vuw.ac.nz , or visit the Helpdesk on level 2 of the Railway West Wing, Pipitea Campus. See www.victoria.ac.nz/its/student-services/ for more information.

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.

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
- Find key dates, explanations of grades and other useful information at
  www.victoria.ac.nz/home/study
- Find out about academic progress and restricted enrolment at
  www.victoria.ac.nz/home/study/academic-progress.aspx
- The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy
  except qualification statutes, which are available via the Calendar webpage at
  www.victoria.ac.nz/home/study/calendar.aspx (see Section C)
- Further information about the University's academic processes can be found on the website
  of the Assistant Vice-Chancellor (Academic) at
  www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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/