

School of Management

**MMBA 545 CREATIVE LEADERSHIP**

Trimester 2 2014

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR**

**Dr Paul McDonald**

Room: RH 931, Rutherford House

Phone: 463 5506

Email: [paul.mcdonald@vuw.ac.nz](mailto:paul.mcdonald@vuw.ac.nz)

Website: [www.victoria.ac.nz/vms](http://www.victoria.ac.nz/vms)

**Programme Office Details:**

[SOM-Postexperience@vuw.ac.nz](mailto:SOM-Postexperience@vuw.ac.nz)

[Phone: 04 4635367](tel:044635367)

RH1004, Rutherford House

**Trimester Dates**

Teaching Period: Monday 14<sup>th</sup> July – Friday 17<sup>th</sup> October

Study Period: Monday 20<sup>th</sup> October – Thursday 23<sup>rd</sup> October

Assessment Period: Friday 24<sup>th</sup> October – Saturday 15<sup>th</sup> November (inclusive)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 25<sup>th</sup> July 2014.
2. The standard last date for withdrawal from this course is Friday 26<sup>th</sup> September. 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**

Lectures: Tuesdays – 17:40 to 19:30 – Government Building – GB 117

See Annex A for further details on scheduling of lectures.

## **Course Delivery**

This course will be delivered in lecture and open-discussion format supported with on-line discussion groups using the course blog.

## **Group Work**

There is no group work required for this course.

## **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.

## **Prescription**

This course draws on a variety of creative arenas, including design arts, theatre, music and film to facilitate personal development and insight. A creative exploration of the field of leadership emphasising an experiential, hands-on approach. Projects will involve both introspection and experimental practice, individually and in groups.

## **Course Learning Objectives**

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

1. Have an understanding of your personal leadership style, including strengths and weaknesses;
2. Have a more in-depth conceptual appreciation for the complexities of leadership;
3. Have a set of skills designed to facilitate effective leadership behaviour; and
4. Be more confident, intellectually and emotionally, in taking a leadership stance.

The assessment for this course comprises two elements: 1) creation and maintenance of a leadership blog (50%), and 2) planning and execution of a personal leadership challenge project (50%).

## **Course Content**

The Master of Business Administration Programme serves to educate professional managers, thereby enabling the fulfilment of strategic roles within corporate and government enterprises, including the exercise of leadership capability. The primary objective of this course is to enhance students' leadership potential by informing and challenging current cognitive, emotive and behavioural patterns.

There is a lot of talk about “leadership”, but what does the concept really mean? More importantly, how can you as an individual enhance your leadership potential in a manner consistent with your personality, values and beliefs? This course will be an amalgam of theoretical insights, experiential exercises and introspective reflection. It is designed to allay constraining beliefs and barriers and enhance your confidence, understanding and ability to lead others. Each student will experience an individual journey, the outcome of which will be a function of his or her focus and level of participation in conjunction with readings, discussions, and experiential exercise assignments.

While theory will inform and guide our thinking in this course, its focus will be on the practical pursuit of leadership excellence from an individual point-of-view as manifested in the modern commercial context. It will attract students who want to take a “hands-on” approach to their leadership development, including involvement in activities designed to challenge beyond the realm of one's comfort zone.

## Readings

Readings will comprise current and classic articles from quality academic and practitioner journals, including Academy of Management Review and Harvard Business Review, and on occasion book chapters. In addition, the Course Coordinator will introduce a number of his own discussion papers for class consideration. There is no textbook for this course.

## Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

Assessment Philosophy – The central proposition in the assessment design is that students need to participate in and practice leadership thinking and behaviours in order to identify, internalise and ultimately, grow personally. The assessment design will encourage and reinforce this proposition.

<b>Assignment Types</b>	<b>Description</b>	<b>Weight</b>	<b>Date</b>
1	<b>LEADERSHIP BLOG</b> Your leadership blog will comprise an electronic online learning journal designed to help you achieve greater self-awareness as a leader and to share your learning and reflection.  The course coordinator will visit your blog and provide feedback comments during the trimester and a final mark upon completion.	50%	See Annex B Key Dates MMBA 545 Leadership Blog
2 a	<b>PERSONAL LEADERSHIP CHALLENGE</b> - PROPOSAL AND ACTION PLAN Presentation to the class of your proposed personal leadership challenge, including objectives, motivation, process, action plan and tangible outcomes. Your classmates and course coordinator will provide feedback.	10%	Verbal presentation (5 mins.) to the class due at the lecture to be advised by class consensus. The goal is to have had everyone present and receive feedback prior to the mid-trimester break.
2 b	<b>PERSONAL LEADERSHIP CHALLENGE</b> - LEARNING OBSERVATIONS Photographic presentation to the class of your completed project, including results achieved and lessons learned from a leadership perspective.	10%	Verbal presentation (5 mins.) to the class due at the final lecture to share the results of your project (using only photographic evidence) and share your learning as to leadership lessons.

2 c	PERSONAL LEADERSHIP CHALLENGE - FINAL REPORT Submission of a detailed written report outlining your leadership challenge project, including its results and leadership lessons learned.	30%	Due by electronic submission by 5 pm, Monday, 10 November. Maximum Length: 5,000 words
	<b>TOTAL</b>	<b>100%</b>	

## 1. LEADERSHIP BLOG

**Marks: 50%**

Date: see Annex B for key milestone dates.

The leadership blog will be a mix of structured thinking exercises designed to develop greater introspection and self-awareness.

Structured Thinking / Reflection Exercises include: (see complete details on course blackboard)

- what does leadership mean to you (personally)?
- your personal obituary.
- the gift of my childhood.
- preliminary self-audit – the six faces of leadership.
- imagination – visionary leadership.
- self-analysis – the dark side of leadership.
- becoming a leader as teacher.
- speaking out on someone’s behalf.
- what are your values?
- self-audit – leader as spirit doctor.
- the servant leader within.

The operative word here is to “reflect”. Your response to these exercises should not be used to summarise other people’s theory as discussed in the course. They are an opportunity to delve into your own personal thoughts regarding the various discussion areas. You are invited to discuss the nature of these exercise within groups, but the actual write up and presentation in your leadership blog must be entirely your own work.

## 2 a. PERSONAL LEADERSHIP CHALLENGE PROPOSAL

**Marks: 10%**

Due: Date TBA (before mid-trimester break – dependent on class size)

The purpose of this proposal is to ensure that you are on the ‘right’ track for a timely and meaningful conclusion to your Personal Leadership Challenge Project due at the end of the course.

Please prepare a 5 minute presentation for the class and course coordinator which outlines:

- What you want to do?
- Why you want to do it?
- How will it challenge you leadership as a leader?
- How far outside of your usual comfort zone is it?
- How will you go about executing the challenge (including timeline with milestones)
- What do you expect to come out of the challenge in terms of tangible results?
- What do you expect to learn from the challenge?

You will receive feedback on your challenge subsequent to presentation.

## **2 b. PERSONAL LEADERSHIP CHALLENGE / LEARNING OBSERVATION**

**Marks: 10%**

Due: Class Presentation (5 mins) on last lecture using only photographs of results received.

The goal of this course is to be much more than an abstract conceptualisation and intellectual discussion of leadership. Its goal is to be practical and hands-on. By the completion of the course you need to have completed a leadership challenge for yourself that will have “pushed you outside of your current comfort zone” with respect to your leadership behaviour.

Key Considerations in this Exercise include:

- degree of personal courage in the challenge,
- potential for personal growth and change,
- amount of effort put into the challenge,
- quality of reflection – post engaging in the challenge, and
- insights gained from the experience.

Come to class on the final lecture prepared to debrief us (5 minutes per person) as to your challenge and, in particular, share key insights and leadership lessons learned. This presentation is limited to photographs which demonstrate the results you have achieved (i.e. no written PowerPoint Slides).

## **2 c. PERSONAL LEADERSHIP CHALLENGE – WRITTEN REPORT**

**Marks: 30%**

Due: Electronic submission to [paul.mcdonald@vuw.ac.nz](mailto:paul.mcdonald@vuw.ac.nz) before 5 pm on Monday, 10 November.

Prepare a comprehensive report describing your challenge in detail – including rationale for the challenge, how it was enacted, and lessons learned during the event, including things that you might do differently in the future as a leader. Your debrief report document will be for course controller consideration and assessment only. It will remain private and confidential. However, as mentioned, I would like you to be able to give a 5 minute debrief (item 2b) to the entire class as to what you attempted, how it worked out, and what you learned from the experiment. The class presentation (item 2b) is a public presentation and the written report is a private, reflective, introspective confidential presentation.

This document should be well-presented in Times New Roman font (12 pt) with 1.5 line spacing to a maximum of 5,000 words, not including appendices.

### **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. Exercises and 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 deadline date.

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Contribute to the Leadership Blog (on Blackboard) 10 out of 11 exercises;
- b. Complete a Personal Leadership Challenge Project; and
- c. Be an active member of class, including participation and listening to others.

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

### **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details will be 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.

### **Communication of Additional Information**

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.

### **Student Feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

### **Link to General Information**

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

### **Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

**Course Content and Schedule**

**Annex A.**

<b>Lecture</b>	<b>Date</b>	<b>Topic</b>	<b>Readings</b>
1.	15/7	Course - Introduction What is leadership?	See web - blackboard
2.	22/7	Why, Who, When, Where Leadership The Deconstruction of leadership.	See web - blackboard
3.	29/7	The Leader as Visionary The power of imagination.	See web - blackboard
4.	5/8	The Dark Side of Leadership The Psychodynamics of leadership.	See web - blackboard
5.	12/8	The Leader as Teacher The power of information	See web - blackboard
6.	19/8	The Leader as Ambassador The power of interpersonal skills	See web - blackboard
<b>Mid-Trimester Break – 25 August to 5 September 2014</b>			
7.	9/9	The Leader as Judge The power of integrity.	See web - blackboard
8.	16/9	Leadership Energy Leadership meets physics	See web - blackboard
9.	23/9	The Leader as Spirit Doctor The power of inspiration	See web - blackboard
10.	30/10	The Leader as Servant The power of introspection	See web - blackboard
11.	7/10	Followership The other side of leadership	See web - blackboard
12.	14/10	Course Debrief Leadership Learnings – Personal Challenges Student Presentations (5 min) PLC Learning	See web - blackboard

**Key Milestone Dates – Leadership Blog****Annex B.**

<b>Milestone</b>	<b>Date</b>	<b>Submission Requirements – by 5 pm</b>
1.	21/7	Exercise One: what does leadership mean to me (personally)?
2.	28/7	Exercise Two: your personal obituary
3.	4/8	Exercise Three: the gift of my childhood
4.	11/8	Exercise Four: preliminary self-audit – the six faces of leadership
5.	18/8	Exercise Five: visionary leadership – change in vantage point
6.	25/8	Exercise Six: the dark side of leadership
7.	8/9	Exercise Seven: becoming a leader as teacher
8.	15/9	Exercise Eight: speak out on someone’s behalf
9.	22/9	Exercise Nine: what are your values?
10.	29/10	Exercise Ten: self-audit on leader as spirit doctor
11.	6/10	Exercise Eleven: the servant leader within

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