

School of Management

## **MMBA 545 CREATIVE LEADERSHIP**

Trimester 2, 2016

### **COURSE OUTLINE**

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#### **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 to:

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 creation and maintenance of a leadership blog, including posts and commentary on ten topic areas.

#### **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.

### **Trimester Dates**

Teaching Period: Saturday 30<sup>th</sup> July – Sunday 25<sup>th</sup> September.

### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 5<sup>th</sup> August 2016.
2. The standard last date for withdrawal from this course is Friday 2<sup>nd</sup> September 2016. 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 or [online](#).

### **Names and Contact Details**

#### **COURSE COORDINATOR**

##### **Lawrence Green**

Phone: 0274 922 378

Email: [lawrence@leadergreatness.com](mailto:lawrence@leadergreatness.com)

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

Appointments by arrangement

#### **SENIOR ADMINISTRATOR**

##### **Nicky McInnes**

Room: RH 1004, Rutherford House

Phone: 463 5367

Email: [nicky.mcinnes@vuw.ac.nz](mailto:nicky.mcinnes@vuw.ac.nz)

### **Class Times and Room Numbers**

Lecture weekend 1: July 30-31 from 9.30am-5pm.

Lecture weekend 2: September 24-25 from 9.30am-5pm.

Room: RHMZ06, Rutherford House, Mezzanine floor

### **Course Delivery**

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

### **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. There is no textbook for this course.

### **Mandatory Course Requirements**

None.

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)

### **Expected Workload**

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

## Assessment

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

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.

Assessment	Description	Weight	Date
	<p>LEADERSHIP BLOG POSTS (10) Your leadership blog will comprise ten discussion exercises designed to help you achieve greater self-awareness as a leader and to share your learning and reflection.</p> <p>The course coordinator will visit your blog and provide feedback comments during the trimester and a final mark upon completion. Criteria for success are: 1) depth of your reflection / introspection and 2) evidence of learning from your reflection / introspection manifested by a plan for future action.</p>	10% each	See Annex B Key Dates MMBA 545 Leadership Blog
	<b>TOTAL</b>	<b>100%</b>	

### 1. LEADERSHIP BLOG (10 Posts)

**Marks: 10% each**

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. It is expected that your response to each exercise (your blog post) will be in the order of 1000 to 1500 words, and that you will on a weekly basis provide supportive commentary to your colleagues in the class with respect to their blog posts.

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

Please Note - There are 11 exercises available as per the above list. You are able to drop one exercise – based on personal preference, time pressures, etc. – at your discretion. If you complete all 11 exercises, then your lowest score will be dropped and the remaining ten scores added up (10% each) to create a numerical mark out of 100.

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.

### **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.

### **Student feedback**

Previous student feedback on this course has been excellent. Only minor alternations have been made this year to adjust to the block course teaching by a different lecturer.

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).

### **Class Representative**

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

### **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.

### **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.

## Annex A: Course Content and Schedule

Lecture dates	Topic	Readings
July 30-31	1. Introduction - What is leadership?	See web - blackboard
	2. Why, Who, When, Where Leadership - The Deconstruction of leadership.	See web - blackboard
	3. The Leader as Visionary -The power of imagination.	See web - blackboard
	4. The Dark Side of Leadership: The Psychodynamics of leadership	See web - blackboard
	5. The Leader as Teacher - The power of information	See web - blackboard
	6. The Leader as Ambassador - The power of interpersonal skills	See web - blackboard
Lecture dates	Topic	Readings
Sept 24-25	7. The Leader as Judge - The power of integrity.	See web - blackboard
	8. Leadership Energy - Leadership meets physics	See web - blackboard
	9. The Leader as Spirit Doctor - The power of inspiration	See web - blackboard
	10. The Leader as Servant - The power of introspection	See web - blackboard
	11. Followership - The other side of leadership	See web - blackboard
	12. Course Debrief - Leadership Learnings	See web - blackboard

## Annex B: Key Milestone Submission Dates – Leadership Blog

Milestone	Date	Submission Requirements
1.	5/8	Exercise One: what does leadership mean to me (personally)?
2.	12/8	Exercise Two: your personal obituary
3.	19/8	Exercise Three: the gift of my childhood
4.	26/8	Exercise Four: preliminary self-audit – the six faces of leadership
5.	2/9	Exercise Five: visionary leadership – change in vantage point
6.	9/9	Exercise Six: the dark side of leadership
7.	16/9	Exercise Seven: becoming a leader as teacher
8.	23/9	Exercise Eight: speak out on someone’s behalf
9.	30/9	Exercise Nine: what are your values?
10.	7/10	Exercise Ten: self-audit on leader as spirit doctor
11.	14/10	Exercise Eleven: the servant leader within

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