

Faculty of Commerce and Administration

International MBA Programme

2008

VICTORIA UNIVERSITY OF WELLINGTON

Te Whare Wānanga o te Ūpoko o te Ika a Māui



**VICTORIA
MANAGEMENT SCHOOL**

Te Kura Whakahaere

IMBA 560

Leading Change

COURSE OUTLINE

- Start Date:** 12 April 2008
- Format:** 24 hours of sessions over two weekends.
- Lecture Times:** 12 April: 2 – 6pm & 7 – 9pm
13 April: 11am – 2pm & 3 – 6 pm
17 May: 2 – 6pm & 7 – 9pm
18 May: 11am – 2pm & 3 – 6 pm
- Location:** Room 803, MMW Engineering Building, CUHK
- Teaching Staff:** Todd Bridgman, Ph.D, MCom (Hons), BCom/BA
- Office: RH 903, PO Box 600, Wellington, NZ
Email: todd.bridgman@vuw.ac.nz
- Telephone: 644-463-5118 Fax: 644-463-5253
- Reading:** A set of readings will be made available.

Course Objectives

The International Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. It is now widely recognized that the organisations that can quickly react and adapt with minimal disruption are the ones that will be most likely to survive and thrive in an increasingly globalised and turbulent marketplace. Because of this, a proven capacity to lead change has become a crucial but frequently elusive competence for senior and middle managers to acquire and continually enhance. This paper has been designed to develop that competence. Building on the material covered in IMBA 505 (Organisational Behaviour) and IMBA 519 (Human Resource Management), it will draw on a blend of academic and practitioner perspectives, experiences, successes and failures to provide you with a deeper understanding of the challenges and the complexities of leading change effectively.

Course Objectives

At the end of this course you should have gained:

- a deeper appreciation of change leadership, involving the integration of previous IMBA learning, especially IMBA core subjects
- an appreciation of multiple perspectives for understanding organisational change
- a broad understanding of the major approaches that have been developed to lead change
- an appreciation of the roles of external consultants in implementing change processes
- a heightened awareness of the politics of managing change and familiarity with political strategies and tactics
- an understanding of the issues involved in leading culture change
- critical insight into why change is resisted and the different forms that resistance can take

Assessment

Individual Assignment	20 %	Due 26 April returned 17 May
Group Project Assignment	30%	Due 18 May
(Written: 20 %: Presentation: 10%)		returned prior to the exam
Final Examination	50 %	1 June

Individual Assignment (20%) – Retrospective Account of a Personal Change Experience

Length Guide: 2000 words (see note on length guidelines below)

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 perhaps gain some 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. Written assignment reports will be due at class by 2:00 pm on Saturday, 26 April.

Group Project (30%) – Portrait of a Leader

Class Presentation: 10% Due: Sunday, May 18 class.

Written Report: 20% Length guide: 2000 words Due: Sunday, May 18 class.

In the first class held on 12 April you will be broken into small groups. Each group will select a leader who has had a major impact upon a private, public or non-profit sector organisation based in Hong Kong. Given that you will be relying largely 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 should not be done when leading and managing organisation-wide change.

In addition to producing a report with a word limit of 2000 words, you will make a 15-minute presentation of your research to the class. Guidelines for assessing the presentation will be provided to help you to plan and organise the presentation.

Final Examination (50%)

A final three-hour open-book examination will be held on Sunday, June 1, (location and details to be advised by APIB) during which students will be expected to apply their knowledge to an organisational change management problem described by means of a case study. Drawing on material covered in classroom sessions as well as the readings you will be asked to make an assessment of the situation and lay out recommendations as to how you think the change should best be managed. In accordance with University policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course.

Course Terms of Reference

Length Guidelines

Word limits should be adhered to, although +/- 20% is acceptable. Assignments which are more than 20% over the word limit will need to be resubmitted.

Late Assignments

Given the modular nature of the course delivery and relatively short time for marking and return, it is imperative that assignments are handed in on time. Late assignments will incur a 50% penalty on the assigned mark. Assignments more than two weeks late will not be accepted. In addition, late assignments will not be available by the agreed-to return date.

Obtaining Terms

To obtain terms to sit the final examination in this course, students are required to participate in both weekend modules and submit both written assignment reports.

Passing the Course

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Victoria IMBA Grading Standards

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): 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.

Individual Work

While the Victoria IMBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed. Please do not work together to formulate a response and do not loan out your completed assignments.

Plagiarism

The Victoria IMBA programme views plagiarism as a serious offence. Students who plagiarise put themselves at risk of expulsion from the programme. Plagiarism is defined as representing someone else's work as your own. It includes, cutting and pasting material from websites, typing in sentences and paragraphs from books and journals, copying from other assignments and materials, and taking quotes that others have used without recognising the originator. It also includes writing verbatim from a textbook in an open-book examination situation without recognising the source of your material. If you use other peoples' materials, then you must give them credit and recognise the source. This includes making the material explicit by putting it in quotations and placing a footnote at the bottom of the page or back of your document to indicate complete details of the author and source.



GENERAL UNIVERSITY POLICIES AND STATUTES

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures contained in the statutes in the VUW website.

The University Statute on Student Conduct and Policy on Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the APiB Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct

Academic Grievances

If you have any academic problems with your paper you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the IMBA Director. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Statute which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances

Plagiarism

Victoria University defines plagiarism as the copying of ideas, organisation, wording or anything else from another source without appropriate reference or acknowledgement so that it appears to be one's own work. This includes published and unpublished work, the Internet and the work of other students and staff. Plagiarism is an example of misconduct in the Statute of Student Conduct. Students who have plagiarised are subject to a range of penalties under the Statute. See the website: www.vuw.ac.nz/policy/StudentConduct

Reasonable Accommodation Policy

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible.

disability@vuw.ac.nz

The name of the Disability Liaison Person can be obtained from the IMBA Programme Director.

Appeals / Concerns / Statute on Conduct

If you have any concerns with your courses, you should first talk to the lecturer concerned and, if you are not satisfied with the result of that meeting, contact the Director of the IMBA, Dr Paul McDonald, email: paul.mcdonald@vuw.ac.nz). The University has developed independent procedures for dealing with academic grievances and complaints. These procedures are set out in the Statute on Academic Grievances in the University Calendar.

Session Schedule - IMBA 560 – 2008

Date	Topic
April 12	Introduction The Experience of Change Conceptualising the Experience of Change Perspectives on Change
April 13	Strategising Change The Role of the Change Leader The Role of Consultants
May 17	Power, Politics and Persuasion Culture Change
May 18	Resistance to Change Cynicism and Ambivalence Group Presentations