



# BUS 832

## Leadership and Management

S1 Day 2014

*Dept of Marketing and Management*

### Contents

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<a href="#"><u>General Information</u></a>	2
<a href="#"><u>Learning Outcomes</u></a>	2
<a href="#"><u>Assessment Tasks</u></a>	3
<a href="#"><u>Delivery and Resources</u></a>	6
<a href="#"><u>Unit Schedule</u></a>	7
<a href="#"><u>Learning and Teaching Activities</u></a>	8
<a href="#"><u>Policies and Procedures</u></a>	9
<a href="#"><u>Graduate Capabilities</u></a>	10
<a href="#"><u>Research and Practice</u></a>	11

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## General Information

Unit convenor and teaching staff

Unit Moderator

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Unit Convenor

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Mondays from 3pm to 4 pm or by appointment

Credit points

4

Prerequisites

BUS651 or MKTG696

Corequisites

Co-badged status

Unit description

The purpose of this unit is to enable students to acquire leadership skills and knowledge relevant to the process of organisational leadership. The unit provides theoretical understanding and practical application of effective leadership theories and frameworks. The unit invites students to critically evaluate their own practice of leadership in the context of new theoretical and case-based insights.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Analyse and explain key concepts and theories in leadership

Identify and critically analyse key leadership issues in a management context

Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems

Make effective recommendations for resolving practical leadership issues/problems

## Assessment Tasks

Name	Weighting	Due
<u>1. In class test</u>	10%	31 March 2014 (week 5)
<u>2. Group Case Assignment</u>	20%	As per agreed schedule
<u>3. Individual Essay</u>	30%	27 April 2014 (Week7)
<u>4. Final Examination</u>	40%	Examination period

### 1. In class test

Due: **31 March 2014 (week 5)**

Weighting: **10%**

A 1 hour short answers' test is held to assess individual student progress in the first weeks of Session.

Students will be provided with a peer-reviewed journal article prior to the test. The test will include short answer questions generated on the basis of the given article. Students are expected to demonstrate knowledge of main leadership theoretical concepts and models and their applications to practice (based on the textbook material and class discussions). Short answers will also be assessed for clear and argumentative academic writing.

No supplementary tests will be performed unless special consideration applications are approved.

On successful completion you will be able to:

- Analyse and explain key concepts and theories in leadership
- Identify and critically analyse key leadership issues in a management context
- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems

### 2. Group Case Assignment

Due: **As per agreed schedule**

Weighting: **20%**

Groups are to present an assigned case study. Groups are formed and allocated to their topic and presentation date in week 2. Each group is required to present an overview of the particular leadership practices and associated issues pertaining to their nominated case study.

The groups take into account the guidelines of the case study analysis to research the specific cases of leadership practices and their strategic implementations and to provide professional recommendations.

The time limit for the presentation is 20 min. It is to be followed by 10-15 min. Q & A session.

The presentation will require students *to critically analyse* the leadership and management issues outlined in their designated case studies using the academic literature from a variety of sources. The group's recommendations are expected to demonstrate advanced knowledge of leadership theory and its application to the real case as well as an ability to synthesise the available information and generate creative, argumentative, reflective and innovative solutions.

Detailed assessment criteria are outlined in Presentation Marking Sheet (to be provided in week 3).

#### *Extension/Penalties*

No extensions will be granted. Requests to postpone/rearrange delivery time of presentations will be accepted no later than a week prior to a scheduled presentation. A penalty of 5% of the awarded mark will apply for each complete 24 hours period that the presentation is late unless the application for special consideration for *each group member* is approved.

On successful completion you will be able to:

- Identify and critically analyse key leadership issues in a management context
- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems
- Make effective recommendations for resolving practical leadership issues/problems

### 3. Individual Essay

Due: **27 April 2014 (Week7)**

Weighting: **30%**

#### *Submission and Word Limit*

This individually written essay allows students to critically analyse current leadership theories and provide examples of their practical applications. The essay aims at assisting students in developing and demonstrating postgraduate level research skills including critical analysis and academic writing. Essay topic/question will be provided in week 3. It is to be submitted by week 7.

The word limit of the essay is 2500 words. The assignment will not be marked beyond the word limit. Assessment criteria are outlined in essay marking rubric (to be provided in week 4).

### *Extension/Penalties*

No extensions will be granted. Late assignments will be accepted up to 72 hours after the submission deadline. A penalty of 20% of the awarded mark will apply for each complete 24 hours period that the submission is late unless the application for special consideration is approved.

On successful completion you will be able to:

- Analyse and explain key concepts and theories in leadership
- Identify and critically analyse key leadership issues in a management context
- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems

## 4. Final Examination

Due: **Examination period**

Weighting: **40%**

A three hour exam will be held during the university exam period.

Students will be required to answer both short essay questions and short answer questions.

As a guide, essay responses are expected to be a minimum of 2 pages in length. Essay questions may come from the whole of the unit but there will be more weighting for topics covered after week 4.

Students will be assessed on their ability to analyse and argue the relevance and application of leadership and management principles in key areas of practice to particular company contexts.

Students are expected to present themselves for examination at the time and place designated in the [University Examination Timetable](#). Documented illness or unavoidable disruption are the only exceptions when students can apply for Special Consideration.

Consult [Final Examination Policy](#) for further details.

On successful completion you will be able to:

- Analyse and explain key concepts and theories in leadership

- Identify and critically analyse key leadership issues in a management context
- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems
- Make effective recommendations for resolving practical leadership issues/problems

## Delivery and Resources

### Classes

- Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 3 hour lecture combined with group case study presentation and class discussions.
- The timetable for classes can be found on the University web site at: <http://www.timetable.smq.edu.au/>
- Please note that while there is no mark for attendance, students are expected to attend all weekly classes, unless excused. Given the nature of this course, attendance should be considered mandatory.
- Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class.
- Warning: Failure to do so may affect your learning outcomes and performance in this Unit.
- Students are expected to arrive on time, and not to leave until the class ends.
- Students must be quiet during classes, unless of course when class participation is required.
- Mobile phone must be turned OFF. Students who disturb or disrupt in class will be asked to leave.

### Late Submission of Assessment Tasks

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 20% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 40% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved

### Required and Recommended Texts and/or Materials

#### Textbook

Required text: *'The Leadership Experience', Fifth Edition* by Richard L. Daft, South-Western

Cengage Learning, 2011.

This contains all the required chapter readings, self-assessments and case studies in addition to material posted on iLearn. The required text can be purchased from the Macquarie University Co-op Bookshop. It is essential that you purchase an individual copy and bring it to class each week as it will be used for class activities. A copy of the required text is also available in the Reserve section of Macquarie University Library.

## Technology Used and Required

Students are required to use iLearn, word processing, Power Point and Turnitin.

## Unit Web Page

- Course material is available on the learning management system (iLearn).
- The web page for this unit can be found at: <https://ilearn.mq.edu.au>

## Changes From Last Offering

The structure of the early test has been changed from a quiz to an early-term in class test which asks students to critically evaluate a journal article and answer a number of short answer questions. This change was made as a result of the discussion with the Unit Moderator.

The percentage allocation between the essay and group case assignment was also altered giving group assignment 20% (as to previous 15%) and essay – 30% (as to previous 35%). These changes were performed on the basis of a discussion with the Unit Moderator to reflect the importance of students' collaborations in fostering their leadership qualities.

## Unit Schedule

<b>Week No. and Date</b>	<b>Lecture Topic/Important notifications</b>	<b>Resources</b>
Week 1 03/03/2014	Introduction: To be a Leader	<i>Chapters 1 &amp; 7</i>
Week 2 10/03/2014	Leadership Traits, Behaviours, and Relationships	<i>Chapter 2</i>
Week 3 17/03/2014	Contingency Approaches to Leadership	<i>Chapter 3</i>

Week 4 24/03/2014	The Leader as an Individual	<i>Chapter 4</i>
Week 5 31/03/2014	Leading with Mind and Heart <b>The mid-term short answers' test in class</b>	<i>Chapter 5</i>
Week 6 07/04/2014	Moral Leadership and Leadership Courage	<i>Chapter 6</i>
	12/04/2014 – 27/04/2014 <b>MID SEMESTER BREAK</b>	
Week 7 28/04/2014	Followership <b>Essay submission deadline</b>	<i>Chapter 7</i>
Week 8 05/05/2014	Leadership and Motivating People	<i>Chapter 8</i>
Week 9 12/05/2014	Leadership and Effective Communication	<i>Chapter 9</i>
Week10 19/05/2014	Leading Teams	<i>Chapter 10</i>
Week 11 26/06/2014	Leading Diverse Workforce	<i>Chapter 11</i>
Week 12 02/06/2014	Leadership Power and Influence	<i>Chapters 12 &amp; 15</i>
Week 13 09/06/14	Revision / Exam briefing	<i>Q &amp; A session</i>

## Learning and Teaching Activities

### Seminars

Teaching methods will comprise a mix of lectures, case studies, exercises, simulations and class discussions. Please note that this course emphasises application of leadership concepts to practical leadership issues/problems within business and organisations. Hence, in order to pass



the course, it will not be sufficient to merely attend class and memorise the lecture notes. Lectures in this course are only one component of the course and are meant to supplement and clarify the assigned readings in the textbook and other activities. They are not a substitute for reading of the textbook and participating in the weekly case study discussions. Students are expected to do all assigned readings and prepare the case studies in advance of the class and to participate fully in class discussions.

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

#### Learning outcomes

- Analyse and explain key concepts and theories in leadership
- Identify and critically analyse key leadership issues in a management context
- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems

#### Assessment tasks

1. In class test
2. Group Case Assignment
3. Individual Essay
4. Final Examination

### PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

## **Learning outcomes**

- Analyse and explain key concepts and theories in leadership
- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems

## **Assessment tasks**

- 1. In class test
- 2. Group Case Assignment
- 3. Individual Essay

## **PG - Capable of Professional and Personal Judgment and Initiative**

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

## **Learning outcomes**

- Analyse and explain key concepts and theories in leadership
- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems
- Make effective recommendations for resolving practical leadership issues/problems

## **Assessment tasks**

- 2. Group Case Assignment
- 3. Individual Essay

## **Research and Practice**

### **Research used in this Unit**

This unit uses research from *internal* (Macquarie University) and *external* sources, both *theory* oriented and *industry* (case study) based, for example:

Jepsen, D., Hine, D., Noblet, A., & Cooksey, R. (2009). Employee ethical attitudes: Contextual differences and impact on perceived quality of leadership relationships. *International Employment Relations Review*, 15(1), 39-52. (*internal/theory*)

Klein, G.D. (2012). Creating cultures that lead to success: Lincoln Electric, Southwest Airlines, and SAS Institute. *Organizational Dynamics*, 41(1), 32-43. (*External/industry*)

In the unit, both *classic* and most *recent* research studies are used, for example:

Bass, B.M., Avolio, B.J. & Atwater, L. (1996). The transformational and transactional leadership of men and women. *Applied Psychology: An International Review*, 45(1), 5-34. (*Classic*)

Ladkin, D. & Taylor, S.S. (2010). Enacting the 'true self': Towards a theory of embodied authentic leadership. *The Leadership Quarterly*, 21(1), 64-74. (*Recent*)

Lichtenstein, B.B. & Plowman, D.A. (2009). The leadership of emergence: A complex systems leadership theory of emergence at successive organizational levels. *The Leadership Quarterly*, 20(4), 617-630. (*Recent*)

### **Connections between the content of the unit and current research**

1. Lectures are designed on the basis of the textbook recommendations and relevant research studies uploaded to a corresponding lecture in iLearn.
2. The early-term in class test connects current research, the content of the unit with the learning outcomes and graduate capabilities. Specifically, the students are asked to apply critical thinking in evaluating the peer reviewed journal article describing HR practices in organisations as they answer a number of short answer questions.
3. The assessment criteria of the group presentation and the individual essay include research criterion which judges students' ability to relate research findings to their practical cases; to demonstrate broader literature knowledge and to critically evaluate HR practices using relevant and rigorous research.