



# BBA 310

## Leadership in Management

S1 Evening 2014

*Dept of Marketing and Management*

### Contents

---

<u>General Information</u>	2
<u>Learning Outcomes</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	5
<u>Unit Schedule</u>	6
<u>Learning and Teaching Activities</u>	8
<u>Policies and Procedures</u>	8
<u>Graduate Capabilities</u>	9
<u>Research and Practice</u>	12
<u>Changes since First Published</u>	13

---

#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff

Unit Convenor

Deborah Howlett

[deborah.howlett@mq.edu.au](mailto:deborah.howlett@mq.edu.au)

Contact via [deborah.howlett@mq.edu.au](mailto:deborah.howlett@mq.edu.au)

Lecturer / Tutor

Joseph McIvor

[joseph.mcivor@mq.edu.au](mailto:joseph.mcivor@mq.edu.au)

Contact via [joseph.mcivor@mq.edu.au](mailto:joseph.mcivor@mq.edu.au)

contact via email to arrange a mutually suitable time

Tutor

Christine Sinclair

[christine.sinclair@mq.edu.au](mailto:christine.sinclair@mq.edu.au)

Contact via [christine.sinclair@mq.edu.au](mailto:christine.sinclair@mq.edu.au)

Credit points

3

Prerequisites

39cp including (BBA111 or HRM107)

Corequisites

Co-badged status

Unit description

Today's workforce continues to diversify, and the tasks to be accomplished have become more complex. They say that leaders are born with the ability to enthuse. A good leader knows how to motivate people, get the best out of them, and be proud of what they can achieve. Students in this unit evaluate a series of alternative perspectives of leadership, including contemporary collaborative models. After a careful analysis of these perspectives, students can develop a personal model of leadership adaptable to any workplace. The unit utilises a range of assessment criteria including analysis of case studies, informal presentations and group activities. An understanding of key leadership criteria in management will enable students to be capable of professional and personal judgement and initiative.

## 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:

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
<a href="#">Group Project</a>	30%	Written Report in week 12
<a href="#">Final Examination</a>	40%	University Examination Period
<a href="#">Individual essay</a>	30%	Week 7 Tutorial

### Group Project

Due: **Written Report in week 12**

Weighting: **30%**

Each report is made up of a written report ( 20%) and an oral presentation (10%).

The group comprising 5 students, are required to prepare a case study report on a Corporate leader and how they have influenced their organisation. ( details will be available on Ilearn)

#### Submission:

In class to tutor, with assessment marking sheet and turnitin report and receipt attached to each report

Presentation will be presented in designated tutorial.

**Report to be handed to tutor in Week 12.**

**Peer assessment will be conducted in week 13.**

#### Extension:

No extension will be granted without prior approval and a Special Consideration request lodged and recieved by LIC

### **Penalties:**

Late submissions will be penalised at 20% of the grade for the first day and 10% each day thereafter.

### **What is required to complete the unit satisfactorily:**

Students must attempt all assessment components to register a Pass grade or better.

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.

## **Final Examination**

Due: **University Examination Period**

Weighting: **40%**

### **Examination Conditions:**

A three (3) hour final examination under closed book conditions within the University formal examination period

On successful completion you will be able to:

- 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.

## **Individual essay**

Due: **Week 7 Tutorial**

Weighting: **30%**

The student will select a leader of their choice, which needs to be mutually agreed upon by the tutor. A question will be set (available on Ilearn) and the student will do secondary research to answer the question in an essay format (**1200 words**)

### **Submission:**

In class to tutor, with assessment marking sheet and turnitin report and receipt attached to each

essay

### **Extension:**

No extension will be granted without prior approval and a Special Consideration request lodged and received by LIC

### **Penalties:**

Late submissions will be penalised at 20% of the grade for the first day and 10% each day thereafter.

### **What is required to complete the unit satisfactorily:**

Students must attempt all assessment components to register a Pass grade or better.

On successful completion you will be able to:

- Explain key concepts and theories in leadership.
- Identify and critically analyse key leadership issues in a management context

## **Delivery and Resources**

### **Classes**

Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

The timetable for classes can be found on the University web site at:

<http://www.timetables.mq.edu.au/>

### **Prizes**

A Certificate Prize will be awarded to the highest achieving student/s

## **Required and Recommended Texts and/or Materials**

·**Prescribed text:** Mckee, Kemp & Spence (2013) *Management: A Focus on Leaders*. Pearson Australia

### **Supplementary Texts:**

Lussier & Achua (2013) *Leadership: Theory Application and Skill Development* (5th ed) South Western Publishing.USA

Clawson, J. (2012) *Level Three Leadership: Getting Below the Surface* (5th ed) Prentice Hall USA

**NOTE:**

It is imperative that students keep abreast of current developments both in Australia and abroad via the public and popular media in respect to leadership issues. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week's newsworthy items, **this may well be examinable**

## Technology Used and Required

Students are required to learn how to use power point, word processing and iLearn.

### Unit Web Page

The web page for this unit can be found at: **iLearn <http://ilearn.mq.edu.au>**

## Changes Since Last Offering:

Pre-requisites were updated. Changes have been made to tutorial activities.

## Unit Schedule

Week No	Lecture Topic	Tutorial Activities
1	Introduction to Leadership <i>Chapters 1</i>	<b>No tutorials</b>
2	Leadership Theories <i>Chapter 2</i>	Case Study Analysis Case Study:
3	Leadership Behaviours <i>Chapter 3 (Lussier)</i>	Discussion Questions: Discussion of selection of leader chosen for essay
4	<i>Leadership. Culture,</i> <i>Chapter 13</i>	Case Study:

5	<p><i>Ethical Dimensions of Leadership</i> Chapter 6 (Clawson)</p>	Discussion Questions:
6	<p><i>Team Leadership</i> Chapter 10</p>	<b>Prepare short 2 minute presentation on leader selected (verbal only)</b>
	<b>Mid Semester Break</b>	
	<b>Mid Semester Break</b>	
7	<p>Influencing Power Chapter 5 (Lussier)</p>	<p><b>Essay Due</b> <b>Prepare short 2 minute presentation on leader selected (verbal only)</b></p>
8	<p><i>Charismatic and Transformational Leadership</i> Chapter 9 (Lussier)</p>	Case Study:
9	<p>Leadership and the Virtual team Chapter 11</p>	Discussion Questions:
10	<p><i>The Global Business Leader</i> Chapter 14 (Clawson)</p>	<b>Group Presentations</b>
11	<p><b>Guest lecturer- Vice Chancellor (day lecture only)</b> <i>Crisis Leadership</i> Chapter 12 (Lussier)</p>	<b>Group Presentations</b>

12	Leadership and Change Management <i>Chapters 7</i>	<b>Group Presentations</b> <b>Group Report Due:</b>
13	Revision / Exam briefing Peer Assessment	Discussion of Case study / questions

## Learning and Teaching Activities

### Lectures and Tutorials

The unit is taught by lecture and tutorial discussions.

### Keeping abreast of current leadership issues

What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures.

### Group Activities

Attend group meetings and actively participate in all group activities

## 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

### Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

## Learning outcomes

- Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems.
- Make effective recommendations for resolving practical leadership issues/problems.

## Assessment tasks

- Group Project
- Final Examination
- Individual essay

## Learning and teaching activities

- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures.
- Attend group meetings and actively participate in all group activities

## Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

## Learning outcomes

- 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

- Group Project
- Final Examination
- Individual essay

## Learning and teaching activities

- The unit is taught by lecture and tutorial discussions.
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures.
- Attend group meetings and actively participate in all group activities

## Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

## Learning outcomes

- 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

- Group Project
- Final Examination
- Individual essay

## Learning and teaching activities

- The unit is taught by lecture and tutorial discussions.
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures.
- Attend group meetings and actively participate in all group activities

## Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative

in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

## **Learning outcomes**

- 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**

- Group Project
- Final Examination
- Individual essay

## **Learning and teaching activities**

- The unit is taught by lecture and tutorial discussions.
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures.
- Attend group meetings and actively participate in all group activities

## **Research and Practice**

This unit uses research from external sources and Macquarie academics. This unit gives you practice in applying research findings in your assignments'

The following Journals are used within this Unit:

1. Psychological Review
2. Harvard Business Review
3. Journal of Management Development
4. Academy of Management

Other sources used include:

1. Fortune
2. Leadership Excellence
3. McKinsey Quarterly

4. Time
5. Wall Street Journal
6. Leader to Leader

## Changes since First Published

Date	Description
14/02/2014	The Prerequisites was updated.
14/01/2014	The Prerequisites was updated.