



BBA 310

Leadership in Management

MQC1 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Moderator

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Unit Convenor

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Please contact Terry Standen at terry.standen@mqc.edu.au to arrange a time.

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
<u>Group Project</u>	30%	Written Report in week 12
<u>Final Examination</u>	40%	Examination Period
<u>Individual essay</u>	30%	Week 7

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%).

Each group comprising 2/3 students, is 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 lecturer with assessment cover sheet.

Presentation will be presented in designated lesson.

A hard copy of the Report to be handed to lecturer in Week 12. A soft copy to be submitted via Turnitin. (See Assessment Guidelines)

Extension:

Extensions will only be granted with an approved Special Consideration lodged with ask.mq.edu.au prior to the due date.

Penalties:

Late submissions will be penalised at 10% per day late up to five working days. After which zero (0) marks will be recorded.

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: **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**

Weighting: **30%**

The student will select a leader of their choice, with the agreement of the lecturer. 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 the lecturer on the due date.

Extension:

Extensions will only be granted with an approved Special Consideration lodged with ask.mq.edu.au prior to the due date.

Penalties:

Late submissions will be penalised at 10% of the grade for the first day and 10% each day thereafter up to five working days after which 0 (zero) marks will be recorded.

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 MQC Portal

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.hanges have been made to tutorial activities.

CONSULTATION TIMES

Please contact Terry Standen at terry.standen@mqc.edu.au to arrange a time for consultation.

Unit Schedule

Week No	Lecture Topic	Tutorial Activities
1	<p>Introduction to Leadership</p> <p><i>McKee Ch 1</i></p> <p><i>Lussier Ch 1</i></p>	GTKY Exercises
2	<p>Leadership Theories</p> <p><i>McKee Ch 2</i></p> <p><i>Lussier Ch 2</i></p>	<p>Case Study Analysis</p> <p>Case Study:</p>
3	<p>Leadership Behaviours</p> <p><i>Lussier Ch 3</i></p>	<p>Discussion Questions:</p> <p>Discussion of selection of leader chosen for essay</p>
4	<p>Leadership Culture</p> <p><i>McKee Ch 13</i></p> <p><i>Lussier Ch 10</i></p>	Case Study:
5	<p>Ethical Dimensions of Leadership</p> <p><i>Clawson Ch 6</i></p> <p><i>Lussier Ch 10</i></p>	Discussion Questions:
6	<p>Team Leadership</p> <p><i>Lussier Ch 8</i></p>	TBA
7	<p>Influencing Power</p> <p><i>Lussier Ch 5</i></p>	<i>Individual Essay Due</i>
8	<p>Charismatic and Transformational Leadership</p> <p><i>Lussier Ch 9</i></p>	<p><i>Prepare short 2 minute presentation on leader selected for the essay.(verbal only)</i></p> <p>Case Study:</p>
9	<p>Leadership and the Virtual team</p> <p><i>Mc Kee Ch 11</i></p>	Discussion Questions:

10	<p>Global Leadership <i>Clawson Ch 14</i></p>	TBA
11	<p>Crisis Leadership <i>Lussier Ch 12</i></p>	Group Presentations in Class
12	<p>Leadership and Change Management <i>McKee Ch 7</i> <i>Lussier Ch 11</i></p>	<p>Group Presentations in Class Group Report Due:</p>
13	<p>Revision / Exam briefing Peer Assessment</p>	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

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

Disruption to Studies Policy 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/

Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F – Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

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

For further information, please refer to the following link:

<http://universitycouncil.mq.edu.au/legislation.html>

Grade Appeals and Final Examination Script Viewing at the City Campus

If, at the conclusion of the unit, you have performed below expectations, and are considering

lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

<http://www.city.mq.edu.au/reviews-appeals.html>

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) 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 Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://students.mq.edu.au/support/>

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing info@city.mq.edu.au with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email info@city.mq.edu.au or visit their website at: <http://www.campuslife.mq.edu.au/campuswellbeing>

StudyWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills
- Personal assistance with your learning & study related questions

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

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.

IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at <http://informatics.mq.edu.au/help/> or call 02 9850-4357.

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 and it outlines what can be done.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted.
- Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

If you would like to borrow headphones for use in the Macquarie City Campus computer labs (210, 307, 311, 608) at any point, please ask at Level 2 Reception. You will be required to provide your MQC Student ID card. This will be held as a deposit while using the equipment.

For assistance in the computer labs, please see a Lab Demonstrator (usually they can be found in Lab 311, otherwise ask at Level 2 Reception).

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.
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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

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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

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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

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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.