General Information

Unit convenor and teaching staff
Unit Convenor and Lecturer
Dr Edward Wray-Bliss
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Contact via Email
Building E4A, Room 651
By appointment

Yang Yang
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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 http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/

Learning Outcomes

1. Critically assess the nature and origins of leadership
2. Identify and analyse leadership issues in a management context
3. Demonstrate awareness of the major conceptualisations of leadership
4. Demonstrate awareness of contemporary challenges for and critiques of leadership

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment 1</td>
<td>25%</td>
<td>Week 5</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>35%</td>
<td>Week 11</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

**Assessment 1**

Due: **Week 5**  
Weighting: **25%**

Essay questions and guidance will be available on ilearn in Week 2. This assessment task requires you to discuss the history and context of leadership in management.

**Submission:**

On-line, via turnitin, on the unit ilearn site by 12pm (mid day) on the Friday of Week 5.

**Extensions and Penalties:**

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% 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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made to the Faculty and approved.

This Assessment Task relates to the following Learning Outcomes:

- Critically assess the nature and origins of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

**Assessment 2**

Due: **Week 11**  
Weighting: **35%**

Essay questions and guidance will be available on ilearn in Week 6. This assessment task requires you to discuss different theoretical approaches to leadership and to critically reflect upon the implications of these for management practice.

**Submission:**
On-line, via turnitin, on the unit iLearn site by 12pm (mid day) on the Friday of Week 11.

**Extensions and Penalties:**

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% 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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made to the Faculty and approved.

This Assessment Task relates to the following Learning Outcomes:

- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

**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

This Assessment Task relates to the following Learning Outcomes:

- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

**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/

**Reading**

To hope to pass this unit, you *must* do the required weekly reading. Each of the weekly readings is assessed in the final exam. To excel in this unit, you will need to read several of the additional readings as well.

**Prizes**

A Certificate Prize will be awarded to the highest achieving student/s
Required and Recommended Texts and/or Materials

A collection of 12 classic and contemporary academic articles on different aspects of leadership form the required and examinable reading for this unit. You will need to read one of these articles each week before your tutorial. All articles will be uploaded on the unit ilearn site for you to download, read and bring to your tutorial.

In addition to these compulsory readings, several additional academic articles will be uploaded on ilearn for each weekly topic. You will need to read and use a range of these in your two individual essays for this subject.

Unit Web Page

The web page for this unit can be found at: iLearn [http://ilearn.mq.edu.au](http://ilearn.mq.edu.au)

Technology

Access to a personal computer is required in order to download resources from ilearn

Unit Schedule

<table>
<thead>
<tr>
<th>Week No</th>
<th>Lecture Topic</th>
<th>Tutorial Activities</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>(All articles and questions on these articles will be on ilearn: articles must be downloaded and read before the tutorial and brought to the tutorial)</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Introduction:</td>
<td>No tutorials</td>
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<tr>
<td></td>
<td><em>Studying Leadership Critically</em></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Contexts of Leadership 1:</td>
<td>Meindl, J. et al. (1985) 'The Romance of Leadership'</td>
</tr>
<tr>
<td></td>
<td><em>History and Origins</em></td>
<td><em>Administrative Science Quarterly</em> 30(1): 78-102.</td>
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<tr>
<td></td>
<td><em>Managers and Leadership</em></td>
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<tr>
<td></td>
<td><strong>Mid Semester Break</strong></td>
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<tr>
<td></td>
<td><strong>Mid Semester Break</strong></td>
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</tbody>
</table>
### Emerging Topics 1: Leadership Identity


### Emerging Topics 2: Visual and Virtual Leadership


**Assignment 2 due**

### Emerging Topics 3: Religion, Spirituality and Leadership


### Revision / Exam briefing


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### Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs/). Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the [Learning and Teaching Category](http://mq.edu.au/policy/docs/) 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/

Results

Results shown in iLearn, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

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 Enquiry Service

For all student enquiries, visit Student Connect at ask.mq.edu.au

Equity 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.

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

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and
country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

**Learning outcome**

- Demonstrate awareness of contemporary challenges for and critiques of leadership

**Engaged and Ethical Local and Global citizens**

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

**Learning outcomes**

- Identify and analyse leadership issues in a management context
- Demonstrate awareness of contemporary challenges for and critiques of leadership

**Assessment task**

- Assessment 2

**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**

- Critically assess the nature and origins of leadership
- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

**Assessment tasks**

- Assessment 1
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**

- Critically assess the nature and origins of leadership
- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

**Assessment tasks**

- Assessment 1
- Assessment 2
- Final Examination

**Changes from Previous Offering**

The content of the unit has been changed to better enable students to appreciate the range of academic approaches to the topic of leadership. This is also facilitated by the required reading for the unit shifting from a standardised textbook to a selection of academic articles - which have been carefully chosen to reflect the diverse voices on leadership in the academy.

**Research and Practice**

This unit uses published research and writings from a range of academic sources and perspectives. Throughout the unit, you will be examining both the theory and practice of leadership, you will develop skills and abilities to read and reflect upon managerial and academic writings on leadership, and you will be encouraged to reflect upon the implications of this material for your own position as both a subject of leadership and a potential future leader. The unit draws upon articles published in leading leadership and management journals, including *Leadership, Human Relations, Administrative Science Quarterly, Leadership Quarterly* and *Organization Studies.*