



# BUS 832

## Leadership and Management

S2 Evening 2016

*Dept of Marketing and Management*

### Contents

---

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	6
<u>Unit Schedule</u>	6
<u>Policies and Procedures</u>	7
<u>Graduate Capabilities</u>	8
<u>Changes since First Published</u>	10

---

#### **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

David Rooney

[david.rooney@mq.edu.au](mailto:david.rooney@mq.edu.au)

Contact via [david.rooney@mq.edu.au](mailto:david.rooney@mq.edu.au)

E4A 511

Wednesday 4pm to 5pm

Rebecca Young

[rebecca.young@mq.edu.au](mailto:rebecca.young@mq.edu.au)

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:

- Develop new knowledge about the nature and processes of leading
- Develop new insights about your own capacity to lead
- Develop skills and wisdom needed to lead

## General Assessment Information

For all assignment work, no extensions will be granted. 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 in cases in which an application for disruption of studies is made and approved. For all assignment work, no extensions will be granted. 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 in cases in which an application for disruption of studies is made and approved.

## Assessment Tasks

Name	Weighting	Due
<a href="#">Group A (Individual component)</a>	20%	Week 5
<a href="#">Group part B (Group component)</a>	20%	Week 9
<a href="#">Individual Reflexive essay</a>	60%	Week 13

### Group A (Individual component)

Due: **Week 5**

Weighting: **20%**

Case analysis provides an opportunity to demonstrate your ability to apply core concepts from the course to a specific example of leadership and management. You will be provided with the details closer to the assignment date.

Your task is to carefully read the case and answer the question that I will give you.

Essays/reports are to be your independent AND original work. Essays will be formal in style, include appropriate source citation and reference lists. Your essay will be formal in style, include appropriate source citation and reference lists.

Please put a word count on the front page of your assignment and ensure that you reference appropriately using the APA or AMJ style (e.g. [http://journals.aonline.org/amj/style\\_guide.pdf](http://journals.aonline.org/amj/style_guide.pdf)). An author/date referencing style is required if you choose to cite research, for example, (Smith 2008, p, 112) or (Smith 2008: 112) or (Smith 2008), and NOT (M. Smith 2008, p. 112) or (Smith: 112). Assignments exceeding the word limit in excess of 10% will be penalised as will those that are more than 10% shorter than the word limit.

On successful completion you will be able to:

- Develop new knowledge about the nature and processes of leading
- Develop new insights about your own capacity to lead
- Develop skills and wisdom needed to lead

## Group part B (Group component)

Due: **Week 9**

Weighting: **20%**

Case analysis provides an opportunity to demonstrate your ability to apply core concepts from the course to a specific example of leadership and management. You will be provided with the details closer to the assignment date.

Your task is to carefully read the case and answer the question that I will give you.

Essays/reports are to be your independent AND original work. Essays will be formal in style, include appropriate source citation and reference lists. Your essay will be formal in style, include appropriate source citation and reference lists.

Please put a word count on the front page of your assignment and ensure that you reference appropriately using the APA or AMJ style (e.g. [http://journals.aomonline.org/amj/style\\_guide.pdf](http://journals.aomonline.org/amj/style_guide.pdf)). An author/date referencing style is required if you choose to cite research, for example, (Smith 2008, p, 112) or (Smith 2008: 112) or (Smith 2008), and NOT (M. Smith 2008, p. 112) or (Smith: 112). Assignments exceeding the word limit in excess of 10% will be penalised as will those that are more than 10% shorter than the word limit.

On successful completion you will be able to:

- • Develop new knowledge about the nature and processes of leading
- • Develop new insights about your own capacity to lead
- • Develop skills and wisdom needed to lead

## Individual Reflexive essay

Due: **Week 13**

Weighting: **60%**

The individual essay seeks to consolidate your learning by asking you to write a reflexive essay that considers your experiences in this course and in life and how you can use that experience to plan your own ongoing development as a wise leader. You will have to use the research literature to justify the efficacy of this self-development plan.

You need to keep a weekly reflexive journal or diary for this assignment. The diary will be your primary data source but you must cite the literature on management a, leadership, and other relevant research areas. You must attach a copy of your diary to the assignment when you hand it in. Don't forget that you can quote your journal entries as evidence to support your argument in the essay. This assignment will allow you to demonstrate your understanding (or the degree to which you have made sense) of the course and its application to your career and how you see that learning continuing after the course has finished. To this end your assignment must put forward a convincing and well justified self-development plan

What is different about this essay compared to others you may have written at University is that I am not asking you to write an essay summarising the content of the course (or parts of the course). What you are required to write about is what you can imagine you can do with the content of this course to become a wise leader. Put in different words, we are asking you to demonstrate the ways in which this course is of benefit to you as a future leader. You may also find it useful to write in the first person rather than the normal third person.

An essay is by definition a written argument. You must, therefore, demonstrate to the marker that you have a particular point of view and you must support this with evidence from the course and your journal (primary data/sources) and the literature (secondary data/sources). To this end you may also need to research beyond the set readings already provided to you in the course materials.

A basic essay plan includes:

- Introduction
- Identify what you will focus on. Set out your evidence for focussing on those things
- Review the literature that explains why those things are important
- Review the literature that explains how to improve those things
- Reflect on how the literature informs your self-knowledge and plans
- Set out a future development plan
- Conclusions
- Reference list

Essays/reports are to be your independent AND original work. Essays will be formal in style, include appropriate source citation and reference lists. Your essay will be formal in style, include appropriate source citation and reference lists.

You must use a standard 12-point font. You may use section headings in essays if you wish.

Please put a word count on the front page of your assignment and ensure that you reference appropriately using the APA or AMJ style (e.g. [http://journals.aonline.org/amj/style\\_guide.pdf](http://journals.aonline.org/amj/style_guide.pdf)). An author/date referencing style is required if you choose to cite research, for example, (Smith 2008, p, 112) or (Smith 2008: 112) or (Smith 2008), and NOT (M. Smith 2008, p. 112) or (Smith: 112).

Assignments exceeding the word limit in excess of 10% will be penalised as will those that are more than 10% shorter than the word limit.

You should be well prepared for this assignment from attendance at classes, and through completing your reflexive learning journal.

On successful completion you will be able to:

- • Develop new knowledge about the nature and processes of leading
- • Develop new insights about your own capacity to lead
- • Develop skills and wisdom needed to lead

## Delivery and Resources

This course equips students with a sound working knowledge of the leadership styles, roles and skills necessary to manage organisations effectively. Importantly, the course will provide you with useful insights into the nature of leadership, including helping you to develop new understandings of your own strengths and weaknesses as a leader and manager. Building on your new knowledge, insights and understandings you will also develop new managerial skills.

You will need to come to class prepared to share your own experiences and engage with other students in class based activities, including a group-based online leadership simulation.

Throughout this course we will develop frameworks that will help you develop as a practicing leader.

You will need a WiFi enabled laptop for use in class.

You are expected to spend 10 hours per week working on this course.

## Unit Schedule

1	Introduction
2	Manager or leader?
3	Reflexive experience & deliberate practice
4	Cohesion & conflict
5	Politics & power in leading change
6	Negotiation, empathy, emotional intelligence
7	Ethics & Corporate Social Responsibility
8	Groups and teams
9	Mt. Everest pre simulation prep.
10	Mt. Everest simulation
11	Mt. Everest simulation performance review
12	Toxic leadership
13	Overview & Revision

## 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)

**New Assessment Policy in effect from Session 2 2016** [http://mq.edu.au/policy/docs/assessment/policy\\_2016.html](http://mq.edu.au/policy/docs/assessment/policy_2016.html). For more information visit [http://students.mq.edu.au/events/2016/07/19/new\\_assessment\\_policy\\_in\\_place\\_from\\_session\\_2/](http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/)

Assessment Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/grading/policy.html>

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

Complaint Management Procedure for Students and Members of the Public [http://www.mq.edu.au/policy/docs/complaint\\_management/procedure.html](http://www.mq.edu.au/policy/docs/complaint_management/procedure.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/)

## 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](http://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](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://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

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

## Graduate Capabilities

### 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:

#### Assessment task

- Individual Reflexive essay

### 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 outcome

- Develop new knowledge about the nature and processes of leading

#### Assessment tasks

- Group A (Individual component)
- Group part B (Group component)



## 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 outcome

- Develop new insights about your own capacity to lead

### Assessment tasks

- Group A (Individual component)
- Group part B (Group component)
- Individual Reflexive essay

## PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

### Assessment tasks

- Group A (Individual component)
- Group part B (Group component)

## PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

### Learning outcome

- Develop skills and wisdom needed to lead

### Assessment task

- Individual Reflexive essay

## Changes since First Published

Date	Description
31/08/2016	Minor Corrections
08/08/2016	Added the contact details of marker to the guide
12/07/2016	lateness policy added