



# BUS 832

## Leadership and Management

S1 Day 2016

*Dept of Marketing and Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit convenor and lecturer

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E4A Room 644

Thursday 11-12

Troy Sarina

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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:

Critically analyse and explain key concepts and theories in leadership.

Identify and critically analyse key leadership issues in a global management context.

Understand contemporary, global leadership debates in relation to students' own current and future leadership concerns.

Apply relevant leadership thought to resolve practical leadership issues/problems.

## General Assessment Information

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 for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

## Assessment Tasks

Name	Weighting	Due
<a href="#"><u>Reflexive journal</u></a>	30%	31/3 & 26/5 in the lecture
<a href="#"><u>Group presentation</u></a>	30%	Between weeks 5 and 10
<a href="#"><u>Individual essay</u></a>	40%	2nd June 5pm

### Reflexive journal

Due: **31/3 & 26/5 in the lecture**

Weighting: **30%**

Students will keep a reflexive journal throughout the course of their reflections on weekly sessions covered in class. The aim of the reflexive journal is to enable you think about how the leadership subjects informs your leadership practice . Students will submit their work in two stages in week 5 and 11. Students will submit word processed hard copies of their work in class . Students are required to submit 1 page of A4 per week (as a minimum) of reflections.

This Assessment Task relates to the following Learning Outcomes:

- Critically analyse and explain key concepts and theories in leadership.
- Apply relevant leadership thought to resolve practical leadership issues/problems.

On successful completion you will be able to:

- Critically analyse and explain key concepts and theories in leadership.
- Identify and critically analyse key leadership issues in a global management context.
- Understand contemporary, global leadership debates in relation to students' own current and future leadership concerns.
- Apply relevant leadership thought to resolve practical leadership issues/problems.

### Group presentation

Due: **Between weeks 5 and 10**

Weighting: **30%**

Groups will be formed in week 2. Groups will give a presentation on the leadership practices of an organizational, global leader of their choice. Each group is required to present an overview of the particular leadership practices and debates pertaining to the leader of their choice. The groups should take into account the guidelines which will be provided in the sessions. Students will be required to submit a hard copy of their presentation slides and a 1 page summary of their presentation at the time of their presentation.

This Assessment Task relates to the following Learning Outcomes:

- Critically analyse and explain key concepts and theories in leadership.
- Identify and critically analyse key leadership issues in a global management context.
- Understand contemporary, global leadership debates in relation to students' own current and future leadership concerns.
- Apply relevant leadership thought to resolve practical leadership issues/problems.

On successful completion you will be able to:

- Critically analyse and explain key concepts and theories in leadership.
- Identify and critically analyse key leadership issues in a global management context.
- Understand contemporary, global leadership debates in relation to students' own current and future leadership concerns.
- Apply relevant leadership thought to resolve practical leadership issues/problems.

## Individual essay

Due: **2nd June 5pm**

Weighting: **40%**

This individually written essay of 2,000 words excluding references 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. Students are required to submit their essays through Turnitin on June 2.

This Assessment Task relates to the following Learning Outcomes:

- Critically analyse and explain key concepts and theories in leadership.
- Identify and critically analyse key leadership issues in a global management context.
- Understand contemporary, global leadership debates in relation to students' own current and future leadership concerns.
- Apply relevant leadership thought to resolve practical leadership issues/problems.

On successful completion you will be able to:

- Critically analyse and explain key concepts and theories in leadership.
- Identify and critically analyse key leadership issues in a global management context.
- Understand contemporary, global leadership debates in relation to students' own current and future leadership concerns.
- Apply relevant leadership thought to resolve practical leadership issues/problems.

## **Delivery and Resources**

There is no recommended textbook for this subject.

Key recommended readings will be posted on iLearn.

Key research databases for your study of leadership and management include **Ebsco host: Academic Search Elite and Business Source Premier**. Also search the websites of well-known consulting organisations such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt Associates etc.

**To succeed in this unit, students are required to:**

1. Attend classes and understand the material covered to be able to discuss this with their peers. Students are expected to participate in class.
2. Critically analyse the leadership debates through their coursework to show how it influences students' own roles and careers. This is an essential requirement for all the assessment.
3. Students are expected to work individually and with their peers throughout the course.
4. Students must achieve an overall pass grade.

### **Technology Used and Required**

Students are required to use various technology tools including word processing, Power Point, Turnitin and iLearn. The latter is a software tool used by Macquarie to manage teaching and learning practices: <https://ilearn.mq.edu.au/>. To log on, you must first obtain a log on password

from IT services or the library then click through to BUS832. Please check this site each week for possible lecture slides and other announcements and material.

## Timetable

The timetable for this unit can be accessed from this portal: <http://timetables.mq.edu.au>

## Unit Schedule

This will be provided in the first session of the unit and posted on iLearn afterwards.

## 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.m](#)

[mq.edu.au](http://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 - 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

- Critically analyse and explain key concepts and theories in leadership.
- Understand contemporary, global leadership debates in relation to students' own current and future leadership concerns.

## 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

- Identify and critically analyse key leadership issues in a global management context.

### Assessment tasks

- Reflexive journal
- Individual essay

## PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

### Assessment task

- Group presentation

## Changes from Previous Offering

No changes.

## Research & Practice, Global contexts & Sustainability

This unit draws on extensive research from international journals and books in the subject of leadership and management. Students will be provided with readings every week that will allow them to considerably expand their knowledge of the subject. For select readings see select readings.

Conducting research independently is essential for this unit and is rewarded.

This unit will give you extensive practice in applying theoretical knowledge to case studies.

Issues of sustainability are integrated throughout the unit

Examples of practices from different countries will be discussed in the lectures.



## Select recommended reading

### Reading list

Alvesson, M., & Spicer, A. (2012). Critical leadership studies: The case for critical performativity. *Human Relations*, 65(3), 367-390.

Blunt, P., & Jones, M. L. (1997). Exploring the limits of Western leadership theory in East Asia and Africa. *Personnel Review*, 26(1/2), 6-23.

Bryman, A (1996) "Leadership in Organizations." In: Clegg, Steward, Cynthia Hardy and Walter Nord. *Handbook of Organization Studies*. London: Sage. pp. 276-292. Bryman, A (1986) – *Leadership and Organizations*. London: Routledge.

Collinson, D. (2005). Dialectics of leadership. *Human Relations*, 58(11), 1419-1442.

Fletcher, J. K. (2004). The paradox of postheroic leadership: An essay on gender, power, and transformational change. *The Leadership Quarterly*, 15(5), 647-661.

Grint, K (2005) *Leadership Limits and Possibilities*. London: Palgrave.

Haslam, S. A., Reicher, S. D., & Platow, M. J. (2013). *The new psychology of leadership: Identity, influence and power*. Psychology Press.

Northouse, PG (2007) – *Leadership Theory and Practice – 4th Edition*. London: Sage.

Ospina, S., & Foldy, E. (2009). A critical review of race and ethnicity in the leadership literature: Surfacing context, power and the collective dimensions of leadership. *The Leadership Quarterly*, 20(6), 876-896.

Thomas, R. and Linstead, A. (2002) *Losing the Plot? Middle Managers and Identity*, *Organization*, 9(1): 71-93.