MGMT302
Communication for Effective Leadership
S1 Day 2016

Dept of Marketing and Management

Contents

General Information 2
Learning Outcomes 2
General Assessment Information 3
Assessment Tasks 3
Delivery and Resources 6
Unit Schedule 6
Learning and Teaching Activities 8
Policies and Procedures 9
Graduate Capabilities 10
Changes from Previous Offering 13
Global Contexts and Sustainability 13
Research and Practice 13
Unit Offering Changes 14

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.

http://unitguides.mq.edu.au/unit_offerings/66661/unit_guide/print
General Information

Unit convenor and teaching staff
Lecturer in Charge
Deborah Howlett
deborah.howlett@mq.edu.au
Contact via Ph: 9850 4814
Building E4A Room 419
Thursday 2.00pm - 3.00pm and Friday 10.30am - 11.30am

Rebecca Young
rebecca.young@mq.edu.au

Credit points
3

Prerequisites
Admission to BBusLeadCom and (42cp including MGMT202)

Corequisites

Co-badged status

Unit description
In this unit, students examine effective business communication at the individual, group and organisational level. The unit facilitates the understanding of communication processes using business ‘best practice’. Initially, students will examine the basic requirements, tools and techniques for providing effective feedback and coaching. Students will then learn skills needed for persuasive public presentations for both impromptu and prepared speeches. Negotiation planning and conflict management will be examined and students will have the opportunity to develop new skills.

Learning Outcomes

1. Deliver effective presentations to engage an audience and achieve business objectives
2. Apply business writing skills to effectively communicate with and inform a target audience
3. Employ coaching skills and techniques to support team members' development

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/
4. Utilise appropriate conflict management styles in communication

**General Assessment Information**

Attendance will be taken

Students are required to "individually" research and write their response to the essay topic. (It is not a collaborative exercise and must be the sole work of the individual student).

Students MAY be required to discuss their submitted essay content with the Lecturer to ensure student authorship.

Group work is a component of this unit and failure not to be able to in a group, ai at the detriment of the student. No student can undertake the Group Report/ Presentation assessment task as an individual.

Students will need to note the different submission requirements for each assessment task as highlighted within the Assessment Tasks Section.

It is also important to note the need to apply for a Disruptions to Study, as no extensions will be granted in regards to a late submission of assessment task. This is highlighted within the Assessment Task Section for each assessment.

All students will undertake a peer assessment on the contribution of group members in the Group report/presentation task.

The Lecturer has the final say in the adjustment of group-work marks taking into account peer assessment ratings.

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essay</td>
<td>30%</td>
<td>Thursday 7 April 2016</td>
</tr>
<tr>
<td>Report</td>
<td>40%</td>
<td>Thursday 9 June 2016</td>
</tr>
<tr>
<td>Presentation &amp; Paper</td>
<td>30%</td>
<td>Various dates from Week 7</td>
</tr>
</tbody>
</table>

**Essay**

Due: **Thursday 7 April 2016**

Weighting: **30%**

**Essay Topic Area:**

Leadership and Communication

**Submission:**

In class to Lecturer on **Thursday 7 April 2016**.
A Turnitin originality report and assessment marking sheet will be attached to each essay upon submission.

Late Submission:
No extension 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 grades have been posted.

This Assessment Task relates to the following Learning Outcomes:
- Apply business writing skills to effectively communicate with and inform a target audience
- Utilise appropriate conflict management styles in communication

Report
Due: Thursday 9 June 2016
Weighting: 40%

Students will be required to submit a business report outlining a situation where a Coaching program needs to be put in place for a leader or leadership team.

The report will analyse the reasons behind the need for such a program, the benefits and limitations, the tools and techniques to be implemented.

Recommendations will be made.

This assessment task is to assess both the effectiveness of the coaching tools and techniques suggested for the issue/s and the business report writing skills displayed

Submission:
Submit in lecture Week 13 (Thursday 9 June 2016). (unless otherwise negotiated with Lecturer).

A Turnitin originality report and assessment marking sheet will be attached to each report upon submission.

Late Submission
No extension 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 grades have been posted.
This Assessment Task relates to the following Learning Outcomes:

- Apply business writing skills to effectively communicate with and inform a target audience
- Employ coaching skills and techniques to support team members’ development

**Presentation & Paper**

**Due:** Various dates from Week 7  
**Weighting:** 30%

Students will be placed in Groups of 5, during week 2.

Students will select an organisation that holds "public meetings" visit and observe the meeting/s and then critique by presentation the effectiveness of the meeting in respect to communication and leadership displayed. (20 minutes in total and all students presenting). **Please Note:** The meeting is NOT to be recorded via any form of Technology.

Students will then submit a 1000 word Group Report, analysing the communication effectiveness to achieve the business objectives. This assessment will be Peer assessed.

**No two groups will critique the same organisation.**

The organisation critiqued must be pre-approved by the Lecturer

**Submission:**

Presentation in class from Week 7 - Week 11 (unless otherwise negotiated with the Lecturer)

Report will be submitted in class the week following the Presentation. (unless otherwise negotiated with the Lecturer)

*A Turnitin originality report and assessment marking sheet will be attached to each report upon submission.*

**Late Submission:**

No extension will be granted. Students who have not presented/ submitted the task, will be awarded a mark of 0 for the assessment task, except for cases in which an application for Disruption of Studies is made and approved

This Assessment Task relates to the following Learning Outcomes:

- Deliver effective presentations to engage an audience and achieve business objectives
- Apply business writing skills to effectively communicate with and inform a target audience
- Utilise appropriate conflict management styles in communication
Delivery and Resources

Classes
This unit is comprised of:

Weekly seminar classes comprising a three hour duration of lecture content, activities and exercises.

The timetable for classes can be found on the University web site at:
http://www.timetables.mq.edu.au/

Attendance will be taken in the class. Attendance at class will allow the student to gain the maximum benefit, as will be the expected interaction within the class environment

Required and Recommended Texts and/or Materials

Prescribed Text
There is NO prescribed text for this unit, but various readings and other materials will be made available via iLearn

Recommended Readings:
De Janasz, S; Crossman, J; Campbell, N & Power, M. (2014) Interpersonal; Skills in Organisations. 2nd Ed McGraw-Hill Education. Australia

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. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week’s newsworthy items.

Technology Used and Required
Students are required to learn how to use power point, word processing and iLearn. Access to a personal computer or similar device in order to access iLearn, but the use of social media catch-ups via technology in class are frowned upon.

Unit Web Page
The web page for this unit can be found at: iLearn http://learn.mq.edu.au

Unit Schedule
UNIT SCHEDULE:
As a guide:

Lectures – The role of lectures is to build on the relevant core readings to set out main ideas, theories and conceptual frameworks. Lectures are assumed to last 2 hours.

Tutorials – The tutorials provide an interactive environment to allow the development of knowledge and practice of skills through exercises and scenarios. Tutorials are assumed to last 1 hour.
## Learning and Teaching Activities

### Teaching Activity

This unit is taught by workshops, activities and tutorial discussions in a seminar teaching mode.

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic Area</th>
<th>Tutorial Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>No tut</td>
</tr>
<tr>
<td></td>
<td>Foundations of Effective Business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communication as a Leader</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>People Skills and Meeting Skills</td>
<td>Form groups</td>
</tr>
<tr>
<td>3</td>
<td>Meeting Skills</td>
<td>Exercises</td>
</tr>
<tr>
<td>4</td>
<td>Verbal Presentation Skills</td>
<td>Activity</td>
</tr>
<tr>
<td>5</td>
<td>Verbal Presentation Skills</td>
<td>Exercises</td>
</tr>
<tr>
<td>6</td>
<td>Skills for Business Writing</td>
<td>Essay Due &amp; Activity</td>
</tr>
<tr>
<td>7</td>
<td>Skills for Business Writing</td>
<td>Group Presentation &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exercise</td>
</tr>
<tr>
<td>8</td>
<td>Coaching Tools and Techniques</td>
<td>Group Presentation &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Activity</td>
</tr>
<tr>
<td>9</td>
<td>Coaching Tools and Techniques</td>
<td>Group Presentation &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exercise</td>
</tr>
<tr>
<td>10</td>
<td>Conflict Management</td>
<td>Group Presentation &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Activity</td>
</tr>
<tr>
<td>11</td>
<td>Conflict Management</td>
<td>Group Presentation &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exercise</td>
</tr>
<tr>
<td>12</td>
<td>Guest lecture</td>
<td>Exercise</td>
</tr>
<tr>
<td>13</td>
<td>Revision</td>
<td>Report Due / Peer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assessment due</td>
</tr>
</tbody>
</table>

[http://unitguides.mq.edu.au/unit_offerings/66661/unit_guide/print](http://unitguides.mq.edu.au/unit_offerings/66661/unit_guide/print)
Student Learning Expectations

Students are expected to read in advance, prepare presentations for tutorials as required, follow current developments in leadership and communication, be able to apply concepts in tutorials, respond and interact in both tutorials and lectures, demonstrate enthusiasm for the subject area and interact/communicate with both fellow students and lecturer.

Learning Focus

The focus of this unit is on students developing and extending their own communication skills and apply them in a business leadership context.

Student Engagement

All students are expected in groups to visit an organisation and observe and critique a public meeting being held and this may require a number of different attendances to complete the task.

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


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/

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 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://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
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
- Employ coaching skills and techniques to support team members’ development
- Utilise appropriate conflict management styles in communication
Assessment tasks

- Essay
- Report

Learning and teaching activities

- This unit is taught by workshops, activities and tutorial discussions in a seminar teaching mode
- The focus of this unit is on students developing and extending their own communication skills and apply them in a business leadership context.

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Deliver effective presentations to engage an audience and achieve business objectives
- Apply business writing skills to effectively communicate with and inform a target audience
- Employ coaching skills and techniques to support team members' development
- Utilise appropriate conflict management styles in communication

Assessment tasks

- Essay
- Report
- Presentation & Paper

Learning and teaching activities

- This unit is taught by workshops, activities and tutorial discussions in a seminar teaching mode
- Students are expected to read in advance, prepare presentations for tutorials as required, follow current developments in leadership and communication, be able to apply concepts in tutorials, respond and interact in both tutorials and lectures, demonstrate enthusiasm for the subject area and interact/communicate with both fellow students and lecturer
• The focus of this unit is on students developing and extending their own communication skills and apply them in a business leadership context.
• All students are expected in groups to visit an organisation and observe and critique a public meeting being held and this may require a number of different attendances to complete the task.

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

• Deliver effective presentations to engage an audience and achieve business objectives
• Apply business writing skills to effectively communicate with and inform a target audience

Assessment tasks

• Essay
• Presentation & Paper

Learning and teaching activities

• This unit is taught by workshops, activities and tutorial discussions in a seminar teaching mode
• Students are expected to read in advance, prepare presentations for tutorials as required, follow current developments in leadership and communication, be able to apply concepts in tutorials, respond and interact in both tutorials and lectures, demonstrate enthusiasm for the subject area and interact/ communicate with both fellow students and lecturer
• All students are expected in groups to visit an organisation and observe and critique a public meeting being held and this may require a number of different attendances to complete the task.

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**

- Deliver effective presentations to engage an audience and achieve business objectives
- Apply business writing skills to effectively communicate with and inform a target audience
- Employ coaching skills and techniques to support team members' development
- Utilise appropriate conflict management styles in communication

**Assessment tasks**

- Report
- Presentation & Paper

**Learning and teaching activities**

- This unit is taught by workshops, activities and tutorial discussions in a seminar teaching mode
- Students are expected to read in advance, prepare presentations for tutorials as required, follow current developments in leadership and communication, be able to apply concepts in tutorials, respond and interact in both tutorials and lectures, demonstrate enthusiasm for the subject area and interact/communicate with both fellow students and lecturer
- The focus of this unit is on students developing and extending their own communication skills and apply them in a business leadership context.

**Changes from Previous Offering**

This unit is being offered for the first time

**Global Contexts and Sustainability**

The topic of Communication in a leadership context is applicable across the globe. This will be discussed in the application of business communication in a cross-cultural environment in an organisational sphere.

**Research and Practice**

This unit uses research from external sources and Macquarie academics who research in the fields of communication and leadership.

This unit gives you practice in applying research findings in your assignments.
Unit Offering Changes
This unit is being offered for the first time