MGMT732

Leadership and Management

S1 Day 2017

Dept of Marketing and Management

Contents

General Information

Unit convenor and teaching staff
Lecturer, Unit Convener
Ian Dunbar
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By appointment during the hours: Tue, 8.30 am - 10.30 am; Wed/Thur, 8.30 am - 9.30 am.

Credit points
4

Prerequisites
Admission to MRes

Corequisites

Co-badged status
Co-badged with BUS 832

Unit description
The purpose of this unit is to enable students to acquire research-based leadership skills and knowledge relevant to the process of organisational leadership. The unit encourages students to explore effective leadership theories and frameworks, and to develop skills in analysis and investigation that are necessary and that are required to undertake more advanced research. A solid understanding of concepts of work and organisation is a requirement for any advanced study of leadership theories. This unit provides students with essential learning experiences that develop the concepts and skills necessary for advanced research in leadership and management.

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	Hurdle	Due
Group A (Individual component)	20%	No	Week 5
Group part B (Group component)	20%	No	Week 9
Individual Reflexive essay	60%	No	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.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.

The assessment must be submitted via Turnitin. A Turnitin link will be provided in the relevant assessment section for the unit in iLearn.

The iLearn web address is https://ilearn.mq.edu.au

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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). 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.

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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.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.

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

The assessment must be submitted via Turnitin. A Turnitin link will be provided in the relevant assessment section for the unit in iLearn.

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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.

There is no recommended text book for this unit.

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.

The timetable can be found at http://students.mq.edu.au/student_admin/timetables

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

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy_2016.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

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration

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 email address and will be made available in eStudent. For more information visit ask.m

q.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 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://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

- • Develop new knowledge about the nature and processes of leading
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Assessment tasks

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

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 outcomes

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- • Develop new insights about your own capacity to lead
- • Develop skills and wisdom needed to lead

Assessment tasks

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

Learning outcomes

- • Develop new knowledge about the nature and processes of leading
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Assessment tasks

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

Research and Practice, Global Contexts and Sustainability

Research

Referring to the recommended reading, students should use this as a starting point. There is much value in reading texts, in addition to academic papers and texts, written by practitioners. The business sections of bookstores abound with books by, and about, corporate leaders such as Reginald Ansett, Sidney Myer, Jack Welch, John Harvey-Jones, Richard Branson, and many, many more.

Global Context

Business today is global, and most businesses, even though they might not realise it, are impacted by the global nature of business. The days of manufactured products being produced from raw material to finished product in one or two factories, are over. Consider the production of a suit sold in a UK high-street chain store. Suit designed in the UK; wool produced in Australia and topped in China, dyed in Italy, spun in Romania; cloth made in Yorkshire; cloth cut and suit made in Cambodia; sold in UK store (or online to someone living in Sydney).

This is just one example of globalisation - a concept of which leaders must be aware.

Sustainability

Students should be aware that sustainability has a much broader meaning than 'green' issues, such as renewable energy and recycling. Companies today must consider their Triple Bottom Line, which means that they must focus on the sustainability of People, Profits and the Planet. Leaders should be aware of the implications of all 3 Ps for their organisations, including, but limited to: flexible working, employee rights, equity, diversity and inclusion; ethical decision making and the trade off with the profit incentive (short term and long term); reputation risk in areas such as pollution, and the issues just mentioned. In turn, these topics may inform discussion on outsourcing, offshoring and recruitment practices, supplier choices, and stakeholder (and shareholder) engagement. Students should familiarise themselves with the ten principles of the UN Global Compact and the Principles of Responsible Management Education, as well as company annual reports that provide insights into these areas.