# MGMT301

## Applied Leadership Project

S2 Evening 2017

*Dept of Marketing and Management*

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# General Information

Unit convenor and teaching staff
Unit Convenor
Deborah Howlett
deborah.howlett@mq.edu.au
Contact via deborah.howlett@mq.edu.au
E4A room 419
Tuesday 3.00pm - 4.00pm and Thursday 3.00pm - 4.00pm

Credit points
3

Prerequisites
Admission to BBusLeadCom and MGMT303

Corequisites
MGMT306

Co-badged status

Unit description
By working on a business-based group project, this capstone unit is designed to provide students with the opportunity to extend, but most importantly to apply, the knowledge and skills that they have gained throughout their Bachelor of Business Leadership and Commerce degree. The aim of the project is to provide a solution to a problem set by an industry partner, such as a not-for-profit organisation, government agency or for-profit organisation, and to present the solution to an organisation representative at the end of the session. It is expected that students will liaise with the industry partner throughout the session to ensure they are working effectively towards the end goal. Students will gain an insight into organisations and be able to contextualise their graduate capabilities in the final business project. Students will be assessed on a reflective journal, and on both the written and oral components of their reports.

## 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:

Assess the nature of project management issues and the environment in which they are

generated and recommend strategic solutions.

Analyse issues related to project management and leadership theory

Apply the nature of consultancy management in the realm of leadership issues

Identify the importance of leadership in an organisational setting.

Undertake, produce and deliver a comprehensive strategic review of an organisation and its strategic leadership issues in collaboration with others as a member of a student group .

# General Assessment Information

**Attendance will be taken in the tutorials.**

Warning: **You must attend at least 10 of the 12 tutorials** – failure to do so will lead to major deduction from your group-work contribution.

**Certain lectures and tutorials require compulsory attendance as listed.** Compulsory lectures include: Weeks 1, 2, 3, 4, 5, and 6. Compulsory tutorials include: Weeks 2, 3, 5, 6, 7, 8, 9, 11, 12 and 13.

Medical certificates must be provided if you are not able to attend a class without the possibility of incurring a penalty, also see Late Submissions guidelines.You MUST contact the Lecturer prior to the class of your non-attendance.

**Group work is a major component of this unit. Failure to work in a group, is at the detriment of the student.  No student can undertake the Group Report assessment task as an individual.**

**All students have to complete a Peer Assessment on the contribution of group members in the group organisational project.**

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

**See notes regarding Submission and Penalties within each assessment task.**

# Assessment Tasks

| Name | Weighting | Hurdle | Due |
|---|---|---|---|
| Assignment | 20% | No | Week 13 |
| Individual Presentation | 20% | No | Weeks: 5, 6, 7, 8 and 9 |
| Group Project | 60% | No | Various dates |

## Assignment

Due: **Week 13**

Weighting: **20%**

**A reflective exercise will be conducted in Week 13 Lecture/Tutorial.**

**Exercise**:(**Week 13)** In class students will be required in class to write an answer based around a selected topic,that will require them to reflect on how they can apply theory/concepts to the organisation they have just completed their comprehensive research on. **Value: 20%**

**Submission:**

In tutorial to lecturer/ tutor

**Late Submission:**

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

On successful completion you will be able to:

- Analyse issues related to project management and leadership theory
- Identify the importance of leadership in an organisational setting.

## Individual Presentation

Due: **Weeks: 5, 6, 7, 8 and 9**
Weighting: **20%**

Each Group member will present in class their analysis in respect to the organisation and leadership area selected in weeks 5 - 9. Presentation topics are available on iLearn. This presentation will be followed by class and tutor led questions.

**Submission:**

**In tutorials in weeks 5, 6, 7, 8 and 9**

**Late Submission:**

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

On successful completion you will be able to:

- Assess the nature of project management issues and the environment in which they are generated and recommend strategic solutions.
- Identify the importance of leadership in an organisational setting.

## Group Project

Due: **Various dates**
Weighting: **60%**

This assessment task comprises a number of parts:

1. Group Written Report Value:30% (Marked on a group basis)

2. Oral Presentation of Group Report Value: 20% (Marked on individual contribution)

3. Individual Participation within Group Project: (Peer assessed) Value 10%

The Project entails the following:

1. Each group (approx 3-5 students) is required to prepare an organisational report outlining a forensic corporate analysis of the leadership issue/challenge of the company they have chosen to research. (5000 words) Details will be available on iLearn.

2. Each group will present their organisational strategic analysis of the partner organisation they have engaged with over the semester. Each individual group member will be given a topic (agreed to by both tutor and group). This will be presented to the rest of the class in the designated weeks 11 and 12. The presentation will be individually marked and at the end of each group's presentation, all group members will be asked questions by the tutor and other class members.

**3. Each student will undertake a Peer Assessment of themselves and their group members** in relation to assessing against 10 criteria as outlined in Week 1 and available on iLearn. This assessment will take place in Week 13 and the relevant forms will be available on iLearn from week 12 with relevant instructions.

This mark highlights the need for students to positively contribute to the Group Project from Week 1 onwards.

**Submission:**

Group Report - Hard copy submitted in beginning of lecture/tutorial in Week 13 with assessment marking rubric, Assignment Responsibilities sheet and Turnitin originality report attached to each report. A soft copy submitted via Turnitin and emailed to the Unit Convenor in Week 13.

Oral Report Presentation - Presented in class or offsite to lecturer/ tutor and possibly other invited guests in weeks 11 and 12

Peer Assessment - Presented to Lecturer in Week 13, as per iLearn instructions.

**Late Submission:**

No extensions will be granted. There will be a deduction of 10% of the total available mark 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.

60%
On successful completion you will be able to:

- Assess the nature of project management issues and the environment in which they are generated and recommend strategic solutions.

- Analyse issues related to project management and leadership theory
- Apply the nature of consultancy management in the realm of leadership issues
- Identify the importance of leadership in an organisational setting.
- Undertake, produce and deliver a comprehensive strategic review of an organisation and its strategic leadership issues in collaboration with others as a member of a student group .

# Delivery and Resources

## Classes

This unit is comprised of :

- 6 x 2 hour lectures
- 7 x 2 hour consultation times in weeks 7 – 13
- 12 tutorials in weeks 2 - 13
- Minimum 60 hours on a business leadership project for either a Not-for profit organisation, government agency, company and/or industry partner, or any other relevant organisation.

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

Students require a grade of 50% or better to satisfy the Pass requirements of this unit.

**Required and Recommended Texts and/or Materials**

**Prescribed Text**

There is no prescribed text. Students are required to read the weekly readings available on iLearn

**Recommended Texts:**

Bassot,B (2017)*The Employability Journal* Palgrave MacMillan London

Parikh, S (2015) *The Consultants Handbook: A Practical Guide to Delivering High Value and Differentiated Services in a Competitive Marketplace.* Wiley UK

Witzel,M (2016) *Management Consultancy* Routledge New York

**Note:**

It is imperative that students keep abreast of current leadership developments both in Australia and abroad via the public and popular media. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week's newsworthy items, this may well be assessable.

## 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 and communicate with fellow group members throughout the Project. It is advised that the use of Social media for communicating within the Group must be agreed upon by all members of the group

**Emails:**

Staff will respond to emails within 48 hours and will not respond to emails over weekends and public holidays.

**Unit Web Page**

The web page for this unit can be found at: **iLearn** https://ilearn.mq.edu.au

# Unit Schedule

| | | |
|---|---|---|
| **1** | Approaches to Management Consultancy | • Discussion of course assessments and Peer Assessment<br>• Group organisation<br>• Readings –iLearn<br>• No Tutorial |
| **2** | Organisational Culture and Leadership | • Readings - iLearn<br>• Group finalisation and disucssion (in tutorials) |
| **3** | Stakeholder Analysis | • Readings – iLearn<br>• Finalisation of individual presentation list<br>• Organisational paperwork - finalised and submitted to UC |
| **4** | Leadership and Negotiation | • Readings<br>• Guest Presenter<br>• Reiterate presentation guidelines |
| **5** | Leadership and Change | • Guest Presenter 5.30-7.00pm<br>• **Individual Presentation** ) - in tutorial |
| **6** | Rethinking Your Leadership | • Readings<br>• **Individual Presentation** - in tutorial |
| **7** | Project Consultation Seminars | • Guest Presenter<br>• **Individual presentation** -in tutorial |

| | | |
|---|---|---|
| **8** | Project Consultation Seminars | • **Individual presentation** - in tutorial |
| **9** | Project Consultation Seminars | • **Individual presentation** - in tutorial |
| **10** | Project Consultation Seminars | • Finalise group presentation order/ - in tutorial<br>• Reiterate presentation guidelines - in tutorial |
| **11** | Project Consultation Seminars | • **Report Presentations -** in tutorial |
| **12** | Project Consultation Seminars (may require seminar to complete Report Presentations) | • **Report presentations -** in tutorial |
| **13** | Unit Review and Peer assessment (compulsory) | • **Peer Assessment due**<br>• **Reflective Exercise -** in tutorial<br>• **Group Report Due** |

# Learning and Teaching Activities

## 1.Teaching Activity

The unit is taught by workshops and tutorial discussions.

## 2.Student Learning Expectations

What is expected from students? Read in advance; prepare presentations if required for tutorials; follow current developments and news; be able to apply concepts in tutorials; respond to questions raised during lectures; demonstrate enthusiasm for the subject, interact, communicate and attend all group meetings.

## 3.Student Engagement

Each student will engage in a minimum of 60 hours on an organisational leadership project for a community organisation such as not-for-profits, government agency, company or industry partner.

# 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/disr

uption_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.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 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

## 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

- Assess the nature of project management issues and the environment in which they are generated and recommend strategic solutions.
- Analyse issues related to project management and leadership theory
- Apply the nature of consultancy management in the realm of leadership issues
- Identify the importance of leadership in an organisational setting.
- Undertake, produce and deliver a comprehensive strategic review of an organisation and its strategic leadership issues in collaboration with others as a member of a student group .

### Assessment tasks

- Assignment
- Group Project

### Learning and teaching activities

- What is expected from students? Read in advance; prepare presentations if required for tutorials; follow current developments and news; be able to apply concepts in tutorials; respond to questions raised during lectures; demonstrate enthusiasm for the subject, interact, communicate and attend all group meetings.
- Each student will engage in a minimum of 60 hours on an organisational leadership project for a community organisation such as not-for-profits, government agency, company or industry partner.

## 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

- Assess the nature of project management issues and the environment in which they are generated and recommend strategic solutions.
- Analyse issues related to project management and leadership theory
- Apply the nature of consultancy management in the realm of leadership issues
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### Assessment tasks

- Assignment
- Individual Presentation
- Group Project

### Learning and teaching activities

- The unit is taught by workshops and tutorial discussions.
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## 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

- Assess the nature of project management issues and the environment in which they are

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## Assessment tasks

- Individual Presentation
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- Each student will engage in a minimum of 60 hours on an organisational leadership project for a community organisation such as not-for-profits, government agency, company or industry partner.

# 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

- Assess the nature of project management issues and the environment in which they are generated and recommend strategic solutions.
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- Identify the importance of leadership in an organisational setting.
- Undertake, produce and deliver a comprehensive strategic review of an organisation and its strategic leadership issues in collaboration with others as a member of a student group .

## Assessment tasks

- Assignment
- Individual Presentation

- Group Project

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- Each student will engage in a minimum of 60 hours on an organisational leadership project for a community organisation such as not-for-profits, government agency, company or industry partner.

# 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

- Assess the nature of project management issues and the environment in which they are generated and recommend strategic solutions.
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- Individual Presentation
- Group Project

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tutorials; follow current developments and news; be able to apply concepts in tutorials; respond to questions raised during lectures; demonstrate enthusiasm for the subject, interact, communicate and attend all group meetings.

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# Changes from Previous Offering

This is a new offering in 2017

# Global Contexts and Sustainability

The topic areas of global contexts and sustainability are underpinned in this unit by both the lecture content and readings that are uploaded to iLearn. These  focus on the corporate applications of sustainability and the importance of all types of organisations operating in a global manner

Students are expected within their final assessment task to analyse both these concepts (if applicable) to their partner organisation and report on its application.

# Research and Practice

This Unit utilises research from many external sources and Macquarie academics who research in the field of Leadership Management.

The Unit gives the student practice in applying research findings to their Group Written report.

The following Journals are used extensively throughout the Unit:

- Leadership Quarterly
- Journal of Leadership Studies
- Journal of Leadership and Organisational Studies
- Journal of Organisational Learning and Leadership
- Global Business Review
- Academy of Management
- Journal of Business

Other sources which are used within this Unit include:

- The Wall Street Journal
- Business Spectator
- Fortune
- Business Week