



MGSM876

Leadership and Motivation

Term 1 Hong Kong 2019

Department of Management

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Disclaimer

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General Information

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First block: 11 – 13 January 2019 Second block: 18 – 20 January 2019

Credit points

4

Prerequisites

Admission to MBA or MMgmt or GradCertMgtPostMBA or MSusDev or MASurg or MAMed or DAdvSurg or DAdvMed or GradDipSpSurg or GradDipSpMed or GradCertClinLship or MSocEntre or GradCertSocEntre

Corequisites

Co-badged status

Unit description

This unit explores the practices and philosophies underpinning leadership and motivation, encouraging students to develop integrative, complex thinking. Case studies from around the world enable participants to evaluate theoretical and empirical contributions to leadership while reflecting on their own leadership and motivation practices. The unit focuses on leadership's important contribution to high performance and resilience in an enterprise, with particular emphasis on sustainable leadership practices. The overriding objective is to equip students with a theoretical understanding and set of tools and frameworks that enable them to diagnose leadership issues and propose responsible solutions in complex, diverse global contexts.

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:

Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.

Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.

Critically reflect on the importance of diverse ethical leadership principles.

Assess the relationship between leadership and effective managerial performance.

Assessment Tasks

Name	Weighting	Hurdle	Due
Group Presentation	30%	No	Sunday, 20 January 2019
Participation & attendance	10%	No	All Sessions
Individual Learning Assignment	60%	No	TBC

Group Presentation

Due: **Sunday, 20 January 2019**

Weighting: **30%**

Length:

Group presentation of 20 minutes (strictly enforced)

Format:

Presentation

Due:

In class on Sunday, 20 January 2019

Softcopy of presentation to be uploaded to iLearn (Turnitin Plagiarism submission).

Each syndicate group will be assigned a current topic in leadership to research and then present their findings on issues arising under that topic to the class. You will be assigned to your group during your first weekend and you will be given some time on the day of the presentation to prepare your presentation. We will discuss this in our first class together on Friday evening.

Topics will be chosen that relate to the material to be discussed in our sessions. A number of questions are provided with each topic below, together with some links to research or examples relevant to the topic. **You are not expected to cover the entire set of questions within your presentation.** Please choose appropriate themes to present to the class within the time available. You should consider the pros and cons of the topic. The objective is to familiarise you, your group and the class with various sides of the arguments.

Among other things, the presentation should cover:

1. Introduction – why is this topic important?
2. What are the key issues involved?

3. What does research say about the topic?
4. What practical examples or actions can we see? Who is doing it? Who is not?
5. What are the likely benefits and potential problems caused by (i.e., pros and cons) of this aspect of leadership?
6. What are the likely consequences of overlooking this aspect of leadership?
7. When, if ever, is this likely to become an issue for leaders?

The time allotted to each group's presentation is limited to 20 minutes. Up to 10 minutes discussion and questions from the rest of the class will follow afterwards.

Group presentations will take place in class.

Each member of the syndicate group is required to participate equally in the presentation (including in the speaking part), which is expected to be presented in a creative and interesting way.

Please note: Depending upon the group size, we may need to make some adjustments to these requirements.

This assessment task will be marked in the following ways:

- **15% of the total 30% weighting - The group as a whole will be marked according to the quality of the final presentation slide set that will be submitted to the lecturer.**
- **15% of the total 30% weighting - Each group member will be individually marked according to the quality of the delivery of their oral presentation, as well as how well the individual deals with questions from both the audience and the lecturer.**

On successful completion you will be able to:

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.

Participation & attendance

Due: **All Sessions**

Weighting: **10%**

Length:

Attend and participate in all class sessions

Format:

All students are expected to attend and participate in all class sessions.

Due:

Attend and participate in all class sessions

Students will be assessed on the quality and quantity of their in-class participation. To receive a high mark in this assessment component, the student needs to participate in the class discussions often, making meaningful contribution to the discussion, which is based on knowledge and readings, while also being respectful to others in class. An excellent participation demonstrates critical analysis that is knowledgeable (not just argumentative), engaging and thought provoking (not just provocative). Asking questions and making comments that contribute to the quality and clarity of the lecture and the discussion will be highly assessed.

On successful completion you will be able to:

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.
- Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.
- Critically reflect on the importance of diverse ethical leadership principles.
- Assess the relationship between leadership and effective managerial performance.

Individual Learning Assignment

Due: **TBC**

Weighting: **60%**

Length:

3,000 words (max)

Format:

Report/essay

Due:

TBC -

Softcopy uploaded to MGSM iLearn (Turnitin Plagiarism submission)

This exercise is intended to enable you to learn a great deal about leadership in practice, and to help develop your own leadership style and potential. You are required to submit a 3,000-word report/essay on your leadership and/or motivation experiences, reflecting on and incorporating material covered in this subject and showing applications of it to your own leadership behaviour and experiences.

The emphasis of the assignment must be on the analysis, rather than on just describing the situation. Linkages to course materials, theories, models and literature must be clear and extensive, and sources must be referenced (including any URLs and acknowledging sources of any graphics). The assignment must show both understanding of relevant theoretical material and its applications to the real world. To be eligible for a high grade, the assignment needs to be

well written, analytical, critical of the theories and concepts where appropriate, well researched, and clearly showing linkages between theories and models to the leadership and motivation events being discussed.

Individual Report

The emphasis of the assignment must be on the analysis rather than on just describing the situation. Linkages to course materials, theories, models and literature must be clear and extensive, and sources must be referenced (including any URLs and acknowledging sources of any graphics). The assignment must show both understanding of relevant theoretical material and its applications to the real world. To be eligible for a high grade, the assignment needs to be well written, analytical, critical of theories and concepts where appropriate, well researched, and clearly showing linkages between theories and models to the leadership and motivation of events being discussed.

The report should be uploaded to iLearn. The uploaded files should be clearly labeled with your name and headed "(Name) Leadership & motivation assignment". Assessment criteria include:

- Range of leadership & motivation topics addressed
- Depth of analysis rather than description
- Clear linkages between course material and applications
- Demonstration of understanding of how to apply research and theory
- Showing linkages between different theories and research outcomes and your topic
- Clear writing style and expression
- Critical or original thinking
- Appropriate referencing of sources
- Coherent argumentation supporting your conclusion

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 Special Consideration is made and approved.

On successful completion you will be able to:

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.
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- Critically reflect on the importance of diverse ethical leadership principles.

- Assess the relationship between leadership and effective managerial performance.

Delivery and Resources

Textbook

Avery, G. & Bergsteiner, H. 2011, Diagnosing Leadership in Global Organisations: Theories, Tools and Cases, Tilde University Press: Melbourne. ISBN: 9780734611338

This book provides a set of theoretical frameworks for understanding leadership, and contains cases on organisations from around the world. The theoretical part of this book is essential reading, as are the cases specified below for specific sessions. Considerable background reading (books, articles and web sites) and case study material is also available on the web and on-line from the library.

A free copy can be downloaded and views online - <http://instituteforsustainableleadership.com/research-publications/diagnosing-leadership-in-global-organisations-theories-tools-cases/>.

MGSM iLearn The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

Unit Schedule

Unit Requirements

You are required to do the following to obtain credit for this course:

- Attend all sessions
- Prepare for all sessions, including reading set materials before class
- Use on-line facilities to find additional materials
- Participate fully in the course, including in syndicate groups
- Complete all assignments on time and to a passing standard.

Required pre-class activities include:

- Complete the textbook readings
- Peruse the class material on MGSM iLearn

Unit Schedule

Students are required to attend all classes over 2 block weekends as follows. Class meetings will be in varied format, offering a mixture of presentations and syndicate work, including:

- Presentation of key issues

- Plenary discussions
- Group/class activities such as simulations, role plays, case studies and guest speakers
- Syndicate presentations, workshops and activities.

First block: 11 – 13 January 2019

Second block: 18 – 20 January 2019

Sessions	Topic
1 and 2	Setting the Scene: Intro to the subject/course and each other
3 and 4	Leadership and motivation: Approaches
5 and 6	Leading and motivating change
7 and 8	Leadership development: Diagnosing leadership
9 and 10	Final integration

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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 - 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:

Learning outcomes

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.
- Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.
- Critically reflect on the importance of diverse ethical leadership principles.
- Assess the relationship between leadership and effective managerial performance.

Assessment tasks

- Group Presentation
- Participation & attendance
- Individual Learning Assignment

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

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.
- Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.
- Critically reflect on the importance of diverse ethical leadership principles.
- Assess the relationship between leadership and effective managerial performance.

Assessment tasks

- Group Presentation
- Participation & attendance
- Individual Learning Assignment

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

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.
- Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.
- Critically reflect on the importance of diverse ethical leadership principles.
- Assess the relationship between leadership and effective managerial performance.

Assessment tasks

- Group Presentation
- Participation & attendance
- Individual Learning Assignment

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:

Learning outcomes

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.

- Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.
- Critically reflect on the importance of diverse ethical leadership principles.
- Assess the relationship between leadership and effective managerial performance.

Assessment tasks

- Group Presentation
- Participation & attendance
- Individual Learning Assignment

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

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.
- Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.
- Critically reflect on the importance of diverse ethical leadership principles.
- Assess the relationship between leadership and effective managerial performance.

Assessment tasks

- Group Presentation
- Participation & attendance
- Individual Learning Assignment

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 outcomes

- Think critically and creatively about leadership perspectives and the theoretical and research contributions underpinning leadership and motivation in order to manage people effectively.
- Critically reflect on global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures.
- Critically reflect on the importance of diverse ethical leadership principles.
- Assess the relationship between leadership and effective managerial performance.

Assessment tasks

- Group Presentation
- Participation & attendance
- Individual Learning Assignment

Changes from Previous Offering

New lecturer teaching this unit.

Alignment of this unit with MGSM's mission-driven attributes

Leadership: The unit is focused on a multi-perspectival approach to leadership

Global mindset: Societal aspects of leadership are discussed in this unit and cases from different cultures enhance understanding of Global Leadership.

Citizenship: The unit encourages participants to follow ethical leadership principles and operate with integrity, which is emphasised in particular as a core element of Sustainable Leadership.

Creating sustainable value: The unit explores the relationship between leadership and the performance and resilience of an enterprise, particularly within Emotion-based Leadership and Sustainable Leadership.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member. Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>

Content Disclaimer

The content of this unit is provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.