



MGSM876

Leadership and Motivation

Term 1 North Ryde 2019

Department of Management

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Disclaimer

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General Information

Unit convenor and teaching staff

Professor

Robert Spillane

robert.spillane@mqsm.edu.au

Block dates: February 16 - 17, March 1 - 3 2019 (9am – 5pm)

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:

By the end of the unit, students should 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

General Assessment Information

The unit mark will be made up of three parts:

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Syndicate Presentation</u>	25%	No	In Class - TBA
<u>Syndicate Report</u>	25%	No	11 March 2019 (by 5pm)
<u>Individual Theoretical Essay</u>	50%	No	18 March 2019 (by 5 pm)

Syndicate Presentation

Due: **In Class - TBA**

Weighting: **25%**

Students will be allocated to syndicate groups in Week 1.

Each group will select a famous leader to study and discuss in class.

Each group will have up to 50 minutes to lead a class discussion.

At least 10 minutes should be devoted to a question and answer period which will be conducted by the group.

Visual aids may be used to a maximum of 10 slides per presentation.

Students will be assessed on their individual performance – content and presentation.

Each group will select a famous leader from the following:

- David Ben-Gurion (1886-1973)
- Winston Churchill (1874 - 1965)
- Edward ‘Weary’ Dunlop (1907-1993)

- Dwight Eisenhower (1890-1969)
- Mohandas Gandhi (1869-1948)
- Billy Graham (1918-2018)
- Steve Jobs (1955-2011)
- Martin Luther King (1929-1968)
- Lawrence of Arabia (1888-1935)
- Nelson Mandela (1918-2013)
- Golda Meir (1898-1978)
- Benito Mussolini (1883-1945)
- Vladimir Putin (b.1952)
- Alfred Sloan (1875-1966)
- Joseph Stalin (1878-1953)
- Margaret Thatcher (1925-2013)
- Lech Walesa (b.1943)
- Jack Welch (b.1935)
- Lee Kuan Yew (1923-2015)
- Mao Zedong (1893-1976)

Questions to be considered in the presentation (and group report) are:

1. Why did you select this leader?
2. What sources of power did this leader rely on?
3. How did this leader motivate followers?
4. What characteristics contributed to and detracted from this leader's effectiveness?

What can managers learn from this leader?

On successful completion you will be able to:

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assess the relationship between leadership and effective managerial performance

Syndicate Report

Due: **11 March 2019 (by 5pm)**

Weighting: **25%**

This is a written summary of each syndicate's presentation after taking into consideration issues and/or criticisms raised in the class discussion.

Length: 2000 words maximum

Format: Double-spaced, names of group members and number of words in report.

Due: 11 March 2019 – 5 pm.

To be submitted electronically at iLearn (Turnitin Plagiarism Submission)

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.

On successful completion you will be able to:

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Individual Theoretical Essay

Due: **18 March 2019 (by 5 pm)**

Weighting: **50%**

TOPIC -SELECT ONE TOPIC FROM THE FOLLOWING:

1. Is the term 'leadership' merely an incantation for the bewitchment of the led? Include in your answer a discussion of possible reasons why managers have embraced 'leadership' as an important concept.

Or

2. 'Leadership is the conjunction of technical competence and moral complexity.' Discuss critically and give examples of the moral complexities that leaders have to contend with.

Length: 2000 words maximum

Format: Double-spaced, name of student and number of words in essay.

Due: 18 March 2019 – 5 pm

To be submitted electronically at iLearn (Turnitin Plagiarism Submission)

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.

Marking criteria will be made available in class.

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Delivery and Resources

Recommended Text:

Robert Spillane & Jean-Etienne Joullie, *Philosophy of Leadership: The Power of Authority*, London: Palgrave Macmillan, 2015. ISBN 978-1-137-49918-9

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop

webpage at <http://www.coop.com.au>

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

Unit Schedule

Unit Requirements

Students are required to:

1. Prepare for and participate in seminars;
2. Participate in a group discussion of a famous leader (25% of unit mark);
3. Submit a syndicate report of a famous leader (25% of unit mark);
4. Submit an individual essay (50% of unit mark)

Day	Date/Session	Topics	Readings
1	16/2 a.m.	Leadership: Power & Authority	PL: Chs. 1-4
1	p.m.	Group Preparation	---
2	17/2 a.m.	Authoritarianism & the Dark Triad	PL: Chs. 5-6
2	p.m.	Group Preparation	---
3	1/3 a.m.	Rhetoric as Motivator	PL: Chs. 7-9
3	p.m.	Group Presentations	---
4	2/3 a.m.	Leadership across Cultures	Folder
4	p.m.	Group Presentations	---
5	3/3 a.m.	Managerial Leadership	PL: Ch. 10
5	p.m.	Group Presentations	----

PL = Robert Spillane & Jean-Etienne Joullie, *Philosophy of Leadership: The Power of Authority*, London: Palgrave Macmillan, 2015

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-centr>

al). 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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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 outcome

- By the end of the unit, students should 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 global leadership by diagnosing applied aspects of leadership and motivation in diverse contexts through case studies involving different cultures;

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critically reflect on the importance of diverse ethical leadership principles;

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assess the relationship between leadership and effective managerial performance

Assessment tasks

- Syndicate Presentation

- Syndicate Report
- Individual Theoretical Essay

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:

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- By the end of the unit, students should be able to

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Assessment tasks

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- Individual Theoretical 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:

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Assessment tasks

- Syndicate Presentation
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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 outcome

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Assessment tasks

- Syndicate Presentation
- Syndicate Report
- Individual Theoretical 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.

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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

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- Syndicate Presentation
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Changes from Previous Offering

No changes from previous offering.

Alignment with MGSM's mission-driven attributes

Leadership – Promotes a multi-perspectival approach to leadership.

Global mindset – Emphasises cross-cultural differences in leadership

Citizenship – Analyses different ethical perspectives and managerial values.

Creating sustainable value – Explores the relationship between leadership and effective management.

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

These unit materials and the content of this unit are 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.