MGSM880

Foundations of Management Thought

Term 1 North Ryde 2019

Department of Management

Contents

General Information

Unit convenor and teaching staff
Professor
Robert Spillane
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Credit points
4

Prerequisites
Admission to MBA or MMgmt or GradDipMgt or MSocEntre

Corequisites

Co-badged status

Unit description
This unit surveys the evolution of Western thought from major philosophical perspectives (from Plato to Sartre) and their relevance for management. What is important about a philosophical perspective is not what it explains, but what it assumes. Three assumptions ground the unit: a) managing is essentially a philosophical activity because human existence is interpreted through diverse perspectives; b) management training needs to be combined with management education. To train is to drill and subordinate individuals to routines, standards and practices. To educate is to liberate a person's intellectual, moral and aesthetic powers. c) managers and leaders need to have the critical skills to debate, reflect, and engage in dialogue across different functional disciplines, stakeholders and cultures in organisational 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:

....

(a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

....

(b) apply various forms of critical reflection to management decision making;

....

(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

....

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Assessment Tasks

Name	Weighting	Hurdle	Due
Group Work	50%	No	Please refer to below
Class Quiz	10%	No	10 February – 9:05 – 9:15am
Final Examination	40%	No	Exam Week: 18 – 23 March 2019

Group Work

Due: **Please refer to below**
Weighting: **50%**

Presentation

Due: **In class TBA**

Weighting: **50% of group work**

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

Students will be allocated to study groups in the first session. Each group will be allocated a philosopher to study and discuss in class. Each group will have up to 45 minutes to lead a class discussion. At least 15 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.*

(a)   Students should provide a brief biographical introduction to each philosopher studied.

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

1.   What are the key arguments which ground this philosophy?

2.   What are the strengths and weaknesses of this philosophical perspective?

3.   What can managers learn from this philosopher?

Report

Due: 25 February 2019 by 5pm

Weighting: **50% of group work**

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

Length: 2000 words maximum

Format: Double-spaced, name of group members, and number of words in report. To be submitted electronically at iLearn (Turnitin Plagiarism Submission)

No extensions will be granted. There will be a deduction of 10% of total marks for the report for each 24 hour period or part there of that the submission is late. This penalty does not apply for cases in which an application for special consideration is made and approved.

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    (b) apply various forms of critical reflection to management decision making;
    ....
    (c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
    ....
    (d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Class Quiz

Due: **10 February – 9:05 – 9:15am**
Weighting: **10%**

This is a short individual class quiz assessment that will be based on content taught on Day 3

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    ....
    (b) apply various forms of critical reflection to management decision making;

....

(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

....

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Final Examination

Due: **Exam Week: 18 – 23 March 2019**
Weighting: **40%**

Duration: 3 hours plus 10 minutes reading time Format: Closed book exam

The MGSM Examination period in Term 1 2019 is from 18 – 23 March 2019

On successful completion you will be able to:

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

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(a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

....

(b) apply various forms of critical reflection to management decision making;

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(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

....

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Delivery and Resources

Required Textbook

Robert Spillane, *An Eye for an I: Philosophies of Personal Power*, Sydney: GOKO Publishing, 2015, ISBN: 9781613397626

Strongly Recommended

Jean-Etienne Joullie and Robert Spillane, *The Philosophical Foundations of Management Thought*, Maryland: Lexington Books, 2015, ISBN: 9780739186022

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop webpage at http://www.coop.com.au

Additional Readings

There are also many books which provide accounts of the lives and thoughts of the great philosophers. Some readable examples follow.

D. Collinson, *Fifty Major Philosophers*, Routledge, 1988

D.E. Cooper, *World Philosophies: An Historical Introduction*, Blackwell, 1996

F. Copleston, *A History of Philosophy,* Doubleday, 1994 (9 volumes)

D. Hamlyn, *The Penguin History of Western Philosophy,* Penguin, 1987

Bryan Magee, *The Great Philosophers*, Oxford, 1989

R. Marks, B. Marks and R. Spillane, *Funny Business: Management Unmasked*, GOKO Publishing, 2017

A. O'Hear, *What Philosophy Is*, Penguin, 1985

R. Scruton, *Modern Philosophy*, Mandarin, 1996

J. Shand, *Philosophy and Philosophers: An Introduction to Western Philosophy* , McGill, 1993

R. Solomon and K. Higgins, *A Short History of Philosophy*, Oxford, 1996

R.Spillane, *Entertaining Executives (A Play)*, GOKO Publishing, 2015

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

Unit Schedule

Unit objectives

- To compare and contrast philosophical perspectives by which people have attempted to understand the world, themselves and eachother.
- To demonstrate that the field of management theory, whilst of recent origin, necessarily draws on a wide range of ancientwisdom.
- To encourage in students a sensitivity to language and so provide basic linguistic skills for the critical analysis of management theories andpractices.
- To demonstrate that there is nothing as practical as a goodtheory.

The real object of lecturing is not to communicate information but to try to plant germinal ideas in the mind and to arouse curiosity, not to satisfy it. A lecture ought not to be a handing over of coined thoughts to be stored away in mental strong boxes … what one tries to do in a lecture is to make a subject appear charming and interesting; to tempt one's hearers to look into themselves; to sweep away the dreary tissue of unnecessary and useless knowledge in which many books involve a person and to present ideas in attractive form." (A.C. Benson)

This unit will be presented in a Block format. Dates of teaching are:

Day	Date	Topics	Readings
1	26 January 2019 (am)	From Ancient Heroism to Modern Management: Homer and Drucker	EI*: Ch. 1
	26 January 2019 (pm)	Group Preparation	
2	27 January 2019 (am)	From Greek Rationalism to Machiavellianism: Plato and Machiavelli	EI: Chs. 2, 5
	27 January 2019 (pm)	Group Preparation	
3	8 February 2019 (am)	From French Rationalism to British Empiricism: Descartes and Hume	EI: Chs. 6-7
	8 February 2019 (pm)	Group Presentations	
4	9 February 2019 (am)	From German Romanticism to Heroic Individualism: Schopenhauer and Nietzsche	EI: Chs. 8-9
	9 February 2019 (pm)	Group Presentations	
5	10 February 2019 (am)	From Existentialism to Postmodernism: Sartre and Others	EI: Ch. 10 Epilogue
	10 February 2019 (pm)	Group Presentations	
	18 – 23 March 2019	**EXAM WEEK**	

* EI = R.Spillane, *An Eye for an I: Philosophies of Personal Power,* Sydney: GOKO Publishing, 2015

Required Work in MGSM880

Students are required to:

- prepare for and participate in seminars;
- participate in group presentation (25% of totalmark);
- submit a group report by 25 February 2019 (25% of totalmark);
- complete a class quiz on Day 5 (10% of totalmark);
- complete a three-hour, closed-book examination (40% of totalmark).

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.m

q.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 (htt
ps://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
s://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/p
olicy-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://stu
dents.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:

  ....

  (a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

  ....

  (b) apply various forms of critical reflection to management decision making;

  ....

  (c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

  ....

  (d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

- Group Work
- Class Quiz
- Final Examination

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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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.

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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:

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- Group Work
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- Final Examination

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:

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- Final Examination

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 outcome

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Changes from Previous Offering

No changes from previous offering.

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

Leadership: The unit explores philosophical approaches to leadership

Global mindset: The unit emphasises cross-cultural differences in management practices and values

Citizenship: The unit allows learners to evaluate their attitude to citizenship through a comparative analysis of Western ethical systems

Creating sustainable value: The unit assists the understanding of the philosophical status of Western values.

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.