



MGSM880

Foundations of Management Thought

Term 4 North Ryde 2019

Department of Management

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Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

General Information

Unit convenor and teaching staff

Lecturer

Steven Segal

steven.segal@mq.edu.au

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:

- (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.

General Assessment Information

Required work

Students are required to:

1. Prepare for and participate in seminars;
2. Participate in group presentation (25% of total mark);
3. Submit a group report (25% of total mark);
4. Complete a class quiz (10% of total mark);
5. Complete a three-hour, closed-book examination (40% of total mark).

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Group work</u>	50%	No	Please refer to details below
<u>Individual in-class quiz</u>	10%	No	Session 5
<u>Final Examination</u>	40%	No	Exam week: 25 - 30 November 2019

Group work

Due: **Please refer to details below**

Weighting: **50%**

50% of group work assessment will be allocated to individual performance - presentation and content.

Presentation

Due: Starting from session 5

Weighting: 50% of total weight for this assessment

Duration: 45 minutes maximum

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: Week 10 of the term

Weighting: 50% of total weight for this assessment

Length: 2000 words maximum

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

Submission details: One person from each group will submit 1 x soft-copy of the group essay on or before the due date as listed above. The soft-copy submission will be submitted to Turnitin via the class iLearn page, a program used to ensure that originality of the work undertaken by the submitter.

When submitting this assignment, please ensure the following:

- Only submit as a Microsoft Word document (file extension - .docx)
- The following must be listed on the front/title page
 - Full names and student numbers of all members in the group
 - Unit code
 - Lecturer
 - Presentation title
 - Number of words used in the report (excluding front/title page)
- Double-spaced paragraphs

Extensions and penalties:

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:

- (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.

Individual in-class quiz

Due: **Session 5**

Weighting: **10%**

Short individual class quiz assessment that will be based on content taught from previous sessions.

On successful completion you will be able to:

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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: 25 - 30 November 2019**

Weighting: **40%**

Duration: 3 hours plus 10 minutes reading time

Format: Closed book exam

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available on 25 September 2019 at <https://students.mgsm.edu.au/sydney-students/units/exams/>.

On successful completion you will 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.

Delivery and Resources

Required text

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

Where to purchase textbook?

The Coop Bookshop: The Coop Bookshop is our main retailer for textbooks and other related academic material. For information on textbook prices and online ordering, please refer to The Co-Op Bookshop webpage at <http://www.coop.com.au>

Disclaimer: MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regard to their physical holding stock levels. To prevent disappointment if a textbook is out-of-stock, we highly advise students to order their textbooks as early as possible, or if the required textbook is currently out-of-stock, place an order with the book retailer as soon as possible so that these book retailers can monitor demand and supply, and adjust their stock orders accordingly.

Recommended texts

- **Jean-Etienne Joullie and Robert Spillane**, *The Philosophical Foundations of Management Thought*, Maryland: Lexington Books, 2015, ISBN: 9780739186022
- **R.Spillane**, *Entertaining Executives (A Play)*, GOKO Publishing, 2015

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

Access to Technology

Access to a personal computer and internet connection is required to access learning material/ resources online on Macquarie University's online learning management system called iLearn.

iLearn - Your class online learning resources page

The class iLearn page for this unit is located at: <https://ilearn.mq.edu.au/>. You must be enrolled in this class to see the class iLearn page.

Lecture slides

There are no lecture slides provided for this class.

Allocated supplementary readings

Allocated supplementary readings are provided to students only in soft-copy format via the class iLearn page.

Unit objectives

1. To compare and contrast philosophical perspectives by which people have attempted to understand the world, themselves and each other.
2. To demonstrate that the field of management theory, whilst of recent origin, necessarily draws on a wide range of ancient wisdom.
3. To encourage in students a sensitivity to language and so provide basic linguistic skills for the critical analysis of management theories and practices.
4. To demonstrate that there is nothing as practical as a good theory.

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)

Unit Schedule

Students are required to attend all classes. Please only attend the class you are enrolled in as reflected in your e-Student account. This unit will be presented over 10 sessions (*The proposed program might be subject to some minor changes as the term progresses (TBA)*).

Class sessions are scheduled from:

THURSDAY weekly class - 6pm to 10pm of every THURSDAY starting from 19 September 2019 (session 1) until 21 November 2019 (session 10) except for the following dates: No class Thursday 31 October 2019; Makeup class scheduled on Saturday 19 October 2019, from 9am-1pm.

Final exam week: 25-30 November 2019 (The exam timetable will be available on 25 September 2019 at <https://students.mqsm.edu.au/sydney-students/units/exams/>)

Topics to be covered

Philosophies discussed in lectures include: Greek rationalism; Machiavellianism; Cartesian Dualism; British Empiricism; Logical Positivism; German Romanticism; Marxism; Existentialism.

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

- (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
- Individual in-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:

Learning outcomes

- (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
- Individual in-class quiz
- Final Examination

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

- (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
- Individual in-class quiz
- Final Examination

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

- (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
- Individual in-class quiz
- 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:

Learning outcomes

- (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
- Individual in-class quiz
- 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 outcomes

- (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
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- Final Examination

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.

Changes since First Published

Date	Description
25/09/2019	Have updated class schedule to include change of class session on 6pm to 10pm of Thursday, 31 October 2019 to 9am to 1pm of Saturday, 19 October 2019.
23/08/2019	Class session day listed was incorrect. Changed from Tuesday weekly class to Thursday weekly class as per 2019 Term 4 timetable on the MGSM student website.