



MGSM880

Foundations of Management Thought

MGSM Term 1 City 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

Associate Professor - Lecturer

Steven Segal

steven.segal@mqsm.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:

Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

Apply various forms of critical reflection to management decision making;

Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

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
<u>Group Work</u>	50%	No	Please refer to below
<u>Individual In-class Quiz</u>	10%	No	5 February 2019
<u>Final Examination</u>	40%	No	Exam Week: 18 – 23 March 2019

Group Work

Due: **Please refer to 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

Students will be allocated to study groups in session 2. 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 main assumptions 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: 12 noon (Sydney time) of Friday, 15 March 2019

Weighting: 50% of total weight for this assessment

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

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. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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: **5 February 2019**

Weighting: **10%**

It will be a specific form of a multiple-choice test based on the philosophy of David Hume. It is called “Hume’s Fork” and is an exercise in the use of logic. Hume’s Fork challenges students to be able to identify the difference between logical, empirical and non-nonsensical propositions. Students are not expected at this stage to be able to tell the difference between the three types of propositions. Students will be introduced to the difference between them in session 5 of the unit. They will also gain practice in using the different kinds of propositions. The importance of Hume’s Fork for management will also be discussed.

On successful completion you will be able to:

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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 final examination

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 23 January 2019

at <https://students.mgsm.edu.au/sydney-students/units/exams/>

On successful completion you will be able to:

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- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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

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

Where to purchase the 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 optional texts

Below is a list of optional related texts that students can look into if they wish to explore the subject matter further.

- Collinson, D. (1988). Fifty major philosophers. Routledge.
- Cooper, D.E. (1996). World philosophies: An historical introduction. Blackwell.
- Copleston, F. (1994). A history of philosophy. Doubleday (9 volumes)
- Hamlyn, D. (1987). The penguin history of western philosophy. Penguin.
- Honderich, T. (1984). Philosophy through its past. Penguin.
- Jollie, J-E. and Spillane, R. (2015). The philosophical foundations of management thought. Lexington books.
- Magee, B. (1989). The great philosophers. Oxford.
- O'Connor, D. (1985). A critical history of western philosophy. Macmillan
- O'Hear, A. (1985). What philosophy is. Penguin
- Scruton, R. (1996). Modern philosophy. Mandarin
- Segal, S. (2015). Management practice and creative destruction. Gower publishing.
- Shand, J. (1993). Philosophy and philosophers: An introduction to western philosophy. McGill.
- Solomon, R. (1990). Continental philosophy since 1750: The rise and fall of the self. Oxford.
- Solomon, R. & Higgins, K. (1996). A short history of philosophy. Oxford.
- Spillane, R. (2015). Entertaining executives (A play). GOKO publishing.
- Sprigge, T. (1987). Theories of existence. Penguin.
- Stevenson, L. (1987). Seven theories of human nature. Oxford.
- Trigg, R. (1992). Ideas of human nature. Blackwell.

MGSM iLearn

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

Technology

Access to a personal computer is required to access resources and learning material from iLearn.

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 as follows (*The proposed program might be subject to some minor changes as the term progresses (TBA)*).

Class sessions are scheduled from: 6pm to 10pm of every Tuesday starting from 8 January 2019 (session 1) until 12 March 2019 (session 10).

Final exam week: 18 - 23 March 2019 (The exam timetable will be available on 23 January 2019 at <https://students.mgsm.edu.au/sydney-students/units/exams/>)

CBD campus location: Macquarie University City Campus (MUCC). Level 24, 123 Pitt Street, Sydney (please call the MUCC reception desk on (02) 9234 1700 for any problems entering the premises).

Session	Topics and allocated readings
1	<p>Greek rationalism: Management through rational dialogue (theory)</p> <p>Key figure: PLATO (c. 428 – 348 B.C.)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none">Stevenson, Leslie. Chapter 3 - Plato: The rule of the wise. Seven theories of human nature. Oxford University Press, New York Oxford pp 27-39Spillane, R. Socrates; A friend. A platonic dialogue: Hipparchus or the profiteer
2	<p>Machiavellianism and practical reasoning (practice)</p> <p>Key figure: MACHIAVELLI (1469 – 1527)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none">Spillane, R. Machiavellianism.Berlin, I. (1989). Machiavelli. Against the Current. Oxford-Clarendon Press, pp 25-79
3	<p>Cartesian dualism: Management through rational analysis (theory)</p> <p>Key figure: Descartes (1596 – 1650)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none">Priest, S. (1991). Descartes. Theories of the Mind. Penguin
4	<p>British empiricism and management through scientific rationality (theory)</p> <p>Key figure: Hume (1711 – 1776) and logical positivism</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none">Kolakowski, L. (1972). Hume. Positivist philosophy. PenguinHume's fork

Session	Topics and allocated readings
5	<p>Romanticism and practical reasoning in management (practice)</p> <p>Key figure: None</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> • Tarnas, R. (1991). Romanticism and its fate – The two cultures. <i>The Passion of the western mind</i>. <p>In class quiz</p> <p>Group presentations</p>
6	<p>Psychoanalysis: A practice therapeutic approach to management (practice)</p> <p>Key figure: FREUD (1856 – 1939)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> • Israelstam, K. (2009). <i>The Doubting Analysts Facilitation of a Creative Space</i>. <i>The Australian Journal of Psychotherapy</i>. 2009 <p>Group presentations</p>
7	<p>Marxism and practical reasoning (practice)</p> <p>Key figure: MARX (1818 – 1883)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> • Trigg, R. (1988). Marx. <i>Ideas of human nature</i>. Oxford: Blackwell Ch.7, pp 1-11 <p>Group presentations</p>
8	<p>Heroic individualism: Managing without foundations (practice)</p> <p>Key figure: NIETZSCHE (1844 – 1900)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> • Chapter 13 – Nietzsche. pp 361-37 <p>Group presentations</p>
9	<p>French existentialism: Managing through action (practice)</p> <p>Key figure: Jean-Paul SARTRE(1905 - 1980)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> • Rice, J.H. (1960). <i>Existentialism</i>. <i>Harvard Business Review</i>. Vol.38 No.2, pp 138-143, March-April • Ogilvy, James. (2003). <i>What Strategist Can Learn from Sartre</i>. <i>Strategy + Business</i>. Winter 2003. pp 446-454 <p>Group presentations</p>

Session	Topics and allocated readings
10	<p>Hermeneutic phenomenology: Bringing the best out of others</p> <p>Key figure: Heidegger (1879 -- 1976)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none">Flores F. (2000). Heidegger and the transformation of Business Practice. In Wrathal, M.A. and Malpas, J. (eds). Coping and Cognitive Science. Cambridge MIT Press <p>Group presentations</p>

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

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;

- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- Evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

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- 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

- Apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- Apply various forms of critical reflection to management decision making;
- Use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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

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.