



MGNT811

Learning to be a Leader

Term 4 North Ryde 2019

Department of Management

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General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer

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By appointment

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Credit points

4

Prerequisites

Admission to MMgmt

Corequisites

Co-badged status

Unit description

The overarching goal of this unit is to help students understand their own potential to become the leader they would like to be and also how they can balance competing stakeholder interests and deliver positive results both for their organisation and for society. The unit emphasises personal development with the development of leadership capabilities as the vehicle to do so, with a key focus on making life choices i.e. what work excites learners, as well as understanding one's passions and responsibilities so they can become leaders they would like to be. Another focus relates to the development of practical life-skills e.g. managing stress, building positivity, mindsets and setting life goals. The unit also aims to develop leadership capability to manage a range of stakeholder interests and deliver results using pro-social frameworks.

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:

Judge and select theories about the nature and processes of leading.

Appraise and critique your own capacity to lead, both individually, and in a team.

Investigate and argue the differences between leading and managing, and critically analyse how they complement one another.

Create a personal leadership development plan based on unit content, experience, case studies, reading, practical examples and reflection

General Assessment Information

Assessment Summary

| Assessment Task | Weight (%) | Expected Due Dates (All times are local to Sydney) | Description of Task | Submission Method | Linked Learning Outcomes (LO) |
|-----------------|--------------------------------|--|-----------------------------|---|-------------------------------|
| Assessment 1 | 20 | Friday, 18 October 2019, 11.55pm (Week 5) | Comparative Review | Via Turnitin | LO1, LO3 |
| Assessment 2 | 30 (20% individual; 10% group) | (Weeks 7-9) | Presentation | In Class Presentation. Slides and notes via Turnitin | LO3 |
| Assessment 3 | 50 | Friday, 22 November 2019, 11.55pm (Week 10) | Leadership development plan | Via Turnitin | LO1, LO2, LO3, LO4 |

Assessments in detail

Comparative Review

Due: **Week 5** Weighting: **20%**

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|------------------------------|---|
| Task Description | <p>This assessment task requires students to undertake a comparative review, in essay format, of two academic papers on a selected topic. The papers will be made available on iLearn in Week 1 of the term. You are required to identify the key themes or content and analyse the main issues discussed. In the process, you should identify the similarities and differences between the two articles; evaluate their strengths and weaknesses; comment on the validity of their arguments and the appropriateness of their research methodology (if relevant). You may write in the first person.</p> <p>A suggested structure is: • 500 words - summary of the main issues/ themes for the two articles • 500 words – discussion of the authors' ideas, arguments, underlying assumptions, as well as the strengths and limitations of those arguments • 200 words for any further comparison of the two pieces (e.g. methodology) • 300 words for your own reflections.</p> |
| Type of Collaboration | Individual |
| Submission | Please Submit Via Turnitin Link on iLearn |

| | |
|------------------------|---|
| Format | Please refer to the iLearn Unit page |
| Length | 1,500 words |
| Late Submission | <p>Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period, or part thereof, that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.</p> <p>This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.</p> |

Group Presentation (case studies)

Due: **Weeks 7 - 9** Weighting: **30% (20% individual; 10% group)**

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| Task Description | <p>In groups of no more than four, students will present, in class, on an allocated leadership topic, specific to a selected organisation. Topics and organisations will be made available on iLearn, and will be allocated to groups, in class, in Week 3. Students will form their own groups, and advise the lecturer of the group members names and student IDs, via email, by the end of Week 2. Groups will also be required to draw up a group contract/agreement, signed by all members, and email a copy to the Lecturer by the end of Week 4.</p> <p>Note that the presentation component requires you to present to the class; this does not mean that you read a speech to the class. Presenting requires you to engage the audience, and effectively communicate information, your findings, your opinions.</p> |
| Type of Collaboration | Group presentation and report |
| Submission | Please submit via Turnitin on iLearn |
| Format | Case study report and presentation. |
| Length | Report: 1,500 words; presentation slides, as required for 20-minute presentation |
| Inherent Task Requirements | All group members must present and must contribute to the report. Groups will be required to provide peer assessment feedback, as a group, with the lecturer, in a pre-arranged meeting. |
| Late Submission | <p>Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.</p> <p>This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.</p> |

Leadership Development Plan

Due: **Week 10** Weighting: **50%**

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|------------------------------|--|
| Task Description | This assessment task requires students to create a personal leadership development plan, detailing their existing and desired leadership attributes, skills and knowledge. Students will be required to provide strategies and timelines regarding the achievement of the desired objectives. To this end, students will be encouraged to maintain a learning journal for the duration of the unit. |
| Type of Collaboration | Individual |
| Submission | Please Submit Via Turnitin Link on iLearn |
| Format | Please refer to the iLearn Unit page |
| Length | 2,000 words |
| Late Submission | Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time. This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time. |

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|---|-----------|--------|-------------|
| Comparative essay | 20% | No | Week 5 |
| Case study presentation | 30% | No | Weeks 7 - 9 |
| Leadership development plan | 50% | No | Week 10 |

Comparative essay

Due: **Week 5**

Weighting: **20%**

Comparative review of two academic papers on a selected topic.

On successful completion you will be able to:

- Judge and select theories about the nature and processes of leading.
- Investigate and argue the differences between leading and managing, and critically analyse how they complement one another.

Case study presentation

Due: **Weeks 7 - 9**

Weighting: **30%**

Case studies on various aspects of leadership in selected organisations.

On successful completion you will be able to:

- Investigate and argue the differences between leading and managing, and critically analyse how they complement one another.

Leadership development plan

Due: **Week 10**

Weighting: **50%**

A personal leadership development plan, drawing on theory, experience, career objectives, and individual attributes, skills, and knowledge.

On successful completion you will be able to:

- Judge and select theories about the nature and processes of leading.
- Appraise and critique your own capacity to lead, both individually, and in a team.
- Investigate and argue the differences between leading and managing, and critically analyse how they complement one another.
- Create a personal leadership development plan based on unit content, experience, case studies, reading, practical examples and reflection

Delivery and Resources

| | |
|--|--|
| Required text | There is no prescribed text for this unit, but various readings and other materials will be made available via iLearn. |
| Unit web page | The web page for this unit can be found at: https://ilearn.mq.edu.au/login/ |
| Technology Used and Required | <ul style="list-style-type: none">• Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/MQ/). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.• If you have difficulties logging on to iLearn, please contact the university's technical support staff. Do not contact the lecturer as she is not be able to help you with technical queries.• Students are expected to check their university email account and contact the teaching staff through it. Gmail, hotmail and other personal email accounts are often blocked through the university's spam filter; communicating through those risks that your query will not be answered. |
| Delivery Format and Other Details | <ul style="list-style-type: none">• This unit comprises 10 weekly seminar classes, composed of a three-hour duration of lecture content, activities, tutorial readings and exercises.• The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/ |
| Recommended readings | Will be provided on iLearn |

Unit Schedule

Week 1 - Leader or manager?

Week 2 - Leadership theories

Week 3 - Leadership styles

Week 4 - Communication, empathy and Emotional Intelligence

Week 5 - Narcissistic and psychopathic leaders and corporate culture

Week 6 – Ethics, CSR, and practical wisdom

Week 7 – Politics, power and change

Week 8 – Conflict – good or bad?

Week 9 - Groups and teams

Week 10 - Review

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

- Judge and select theories about the nature and processes of leading.
- Appraise and critique your own capacity to lead, both individually, and in a team.
- Investigate and argue the differences between leading and managing, and critically analyse how they complement one another.
- Create a personal leadership development plan based on unit content, experience, case studies, reading, practical examples and reflection

Assessment tasks

- Case study presentation
- Leadership development plan

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

- Judge and select theories about the nature and processes of leading.
- Appraise and critique your own capacity to lead, both individually, and in a team.
- Investigate and argue the differences between leading and managing, and critically analyse how they complement one another.
- Create a personal leadership development plan based on unit content, experience, case studies, reading, practical examples and reflection

Assessment tasks

- Comparative essay
- Case study presentation
- Leadership development plan

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

- Investigate and argue the differences between leading and managing, and critically analyse how they complement one another.
- Create a personal leadership development plan based on unit content, experience, case studies, reading, practical examples and reflection

Assessment tasks

- Case study presentation
- Leadership development plan

Changes from Previous Offering

There are no changes, as MGNT811 - Learning to be a Leader, is a new unit, running for the first time in T4, 2019.,