



MMBA8067

Executive Coaching

MGSM term 4, Special circumstance 2020

Department of Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	5
<u>Unit Schedule</u>	5
<u>Policies and Procedures</u>	5

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.

Notice

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

General Information

Unit convenor and teaching staff

Unit Convenor

Denise Jepsen

denise.jepsen@mq.edu.au

Raymund Delena

raymund.delena@mq.edu.au

Credit points

10

Prerequisites

(MGSM870 or MMBA8070) or admission to GradCertMgtPostMBA

Corequisites

Co-badged status

Unit description

Executive coaching provides a “coaching space” for enabling others to realise their potential in the context of the workplace and it spells out the conditions of effective “conversations for action” so essential to management. It recognises that while technical competence may be a necessary, it is not a sufficient condition of effective performance and that effective performance requires a well-developed person. It is grounded in the importance of transformation and learning through reflection on lived experience, in the premise that we often cannot see our own limitations or blind spots by ourselves and that a coach not only helps us to see our limitations but enables us to see things in new ways so that we can act, do and develop in new ways. This unit will enable managers to bring out their coaching competencies and practices of “conversations for action.” This unit recognises that coaching is more than a set of skills and that to coach effectively; we need to discover the coach in ourselves. To this end this unit is experientially grounded and aimed at enabling you to discover the coach in yourself.

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:

ULO1: Identify and describe theoretical perspectives to the task of leading, motivating and communicating.

ULO2: Integrate the role and tools of executive coaching into your practice of managing.

ULO3: Develop and reflect upon your coaching practices.

General Assessment Information

Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in [iLearn](#). No extensions will be granted unless an application for [Special Consideration](#) is made and approved. 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. Late submissions will not be accepted after solutions have been discussed and/or made available.

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
Coaching Conversations Essay	25%	No	Session 7
Individual presentation as part of a group	25%	No	Session 10
Reflective practice essay	50%	No	Midnight, Friday, 20 November

Coaching Conversations Essay

Assessment Type ¹: Essay

Indicative Time on Task ²: 15 hours

Due: **Session 7**

Weighting: **25%**

Conversation is the essential tool of coaching and management. It is through conversations that authority is exercised, that people are developed, and that teams are formed. In this paper you will be given the opportunity to develop your own understanding of the significance of coaching conversations in management by reflecting on the way in which you approach conversations in a management context. You will be expected not only to outline your virtues but the challenges that you face and the way in which you go about responding to these challenges.

On successful completion you will be able to:

- Identify and describe theoretical perspectives to the task of leading, motivating and communicating.
- Integrate the role and tools of executive coaching into your practice of managing.
- Develop and reflect upon your coaching practices.

Individual presentation as part of a group

Assessment Type ¹: Project

Indicative Time on Task ²: 15 hours

Due: **Session 10**

Weighting: **25%**

Students will be organised into groups of 4 - 6 members per group and will be required to carry out a role play and presentation. The topics and structure for this activity will be developed and discussed. Both group and topic allocations will be organised by the lecturer. Each individual will present as part of a group. The student will be required to provide a presentation of up to 4 minutes plus an additional 10 minutes for questions and responses. A written submission is also required.

On successful completion you will be able to:

- Identify and describe theoretical perspectives to the task of leading, motivating and communicating.
- Integrate the role and tools of executive coaching into your practice of managing.

Reflective practice essay

Assessment Type ¹: Essay

Indicative Time on Task ²: 25 hours

Due: **Midnight, Friday, 20 November**

Weighting: **50%**

A 2,500-word essay that asks the student to reflect on their coaching skills and knowledge as it pertains to management practice.

On successful completion you will be able to:

- Identify and describe theoretical perspectives to the task of leading, motivating and communicating.

- Integrate the role and tools of executive coaching into your practice of managing.
- Develop and reflect upon your coaching practices.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Prescribed Textbook	Readings will be provided on iLearn.
Unit Web Page	The web page for this unit can be found at: https://ilearn.mq.edu.au
Technology Used and Required	<p>Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au).</p> <p>iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.</p> <p>Zoom will be used to conduct online class activities, the meeting links will be made available in iLearn and will require your Zoom account to be linked to your Macquarie student email address.</p>
Delivery Format and Other Details	<p>Number and length of classes: Sessions are conducted over five days. Two session per day will be three hours each conducted primarily via Zoom and will include a variety of activities. Activities may include lectures, seminars, guest speakers, pair or small group work, videos, individual or other activities.</p> <p>The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/</p>
Recommended Readings	Will be provided on iLearn.
Inherent Requirements	None

Unit Schedule

Please see iLearn

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.*)

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 help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

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.