



# MGMT7032

## Leadership and Management

Session 2, Special circumstance 2020

*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.

#### **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 Ian Dunbar <a href="mailto:ian.dunbar@mq.edu.au">ian.dunbar@mq.edu.au</a>
Credit points 10
Prerequisites Admission to MRes
Corequisites
Co-badged status
Unit description The purpose of this unit is to enable students to acquire leadership skills and knowledge relevant to the process of organisational leadership. The unit provides theoretical understanding and practical application of effective leadership theories and frameworks, encouraging a questioning of theory and practice. The unit invites students to critically evaluate their own practice of leadership in the context of new theoretical and case-based insights.

## 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:** Critically analyse management and leadership theories in their application and practice.
- ULO2:** Judge and select diverse strategies to appraise future management and leadership challenges.
- ULO3:** Question and classify management and leadership theory and practice in the context of sustainable and ethical thinking.
- ULO4:** Demonstrate effective oral and written communication skills needed to deliver complex ideas to a wide range of stakeholders.
- ULO5:** Prepare a critically appraised review of a management / leadership topic.

## 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
<a href="#">Comparative Review</a>	30%	No	Friday, 11:59 pm, Week 7
<a href="#">Presentation</a>	30%	No	Weeks 8 - 11
<a href="#">Literature Review</a>	40%	No	Friday, 11:59 pm, Week 13

### Comparative Review

Assessment Type <sup>1</sup>: Essay

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Friday, 11:59 pm, Week 7**

Weighting: **30%**

This assignment is an individual essay which involves a comparative analysis of texts. A comparative analysis asks students to compare and contrast two (2) texts that discuss the same topic but have crucial differences or appear to have crucial differences yet turn out to have surprising commonalities. Two academic journal articles will be provided for students. Students are required to write a 1,500-word essay comparing these articles: their differences, their similarities, their strengths and weaknesses, the validity of their arguments.

On successful completion you will be able to:

- Critically analyse management and leadership theories in their application and practice.
- Question and classify management and leadership theory and practice in the context of sustainable and ethical thinking.

### Presentation

Assessment Type <sup>1</sup>: Presentation

Indicative Time on Task <sup>2</sup>: 10 hours

Due: **Weeks 8 - 11**

Weighting: **30%**

In groups of 3-4 (depending on cohort size) students will be asked to conduct a 30-minute presentation on the topic of the relevant week. Groups will be allocated in Week 3 of the semester. Students will be assessed individually on this task. Presentations will be scheduled for Weeks 8-11.

On successful completion you will be able to:

- Critically analyse management and leadership theories in their application and practice.
- Judge and select diverse strategies to appraise future management and leadership challenges.
- Question and classify management and leadership theory and practice in the context of sustainable and ethical thinking.
- Demonstrate effective oral and written communication skills needed to deliver complex ideas to a wide range of stakeholders.

## Literature Review

Assessment Type <sup>1</sup>: Literature review

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Friday, 11:59 pm, Week 13**

Weighting: **40%**

Developing literature reviews is a key skill for any scholar. Students will be allocated a topic in the mid-session break and will be required to submit a 3,000-word essay which provides an analysis of the literature on their topic.

On successful completion you will be able to:

- Critically analyse management and leadership theories in their application and practice.
- Judge and select diverse strategies to appraise future management and leadership challenges.
- Question and classify management and leadership theory and practice in the context of sustainable and ethical thinking.
- Demonstrate effective oral and written communication skills needed to deliver complex ideas to a wide range of stakeholders.
- Prepare a critically appraised review of a management / leadership topic.

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<sup>1</sup> 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.

<sup>2</sup> 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

<b>Required Textbook</b>	There is no set text for this unit; students are encouraged to read widely in the fields of leadership and management – academic papers, journal articles, books by business leaders, and the business press.
<b>Unit Web Page</b>	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au">https://ilearn.mq.edu.au</a>
<b>Technology Used and Required</b>	Students are required to have access to a personal computer and familiarise themselves with iLearn ( <a href="https://ilearn.mq.edu.au">https://ilearn.mq.edu.au</a> ).  iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"> <li>• Number and length of classes: <b>A lecture will be recorded on Echo 360 for each week of the semester, and will be available before the scheduled class time; additionally, each stream will have a Zoom session at their scheduled class time;</b> unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)</li> <li>• The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li> </ul>
<b>Recommended Readings</b>	Recommended Readings are provided via the links on the <a href="#">iLearn</a> Unit page
<b>Inherent Requirements</b>	None

## Unit Schedule

Lecture Week	Lecture Topic
1	Introduction
2	Leadership or Management
3	Ethics for leadership and management
4	Organisational culture and change
5	Communication and employee engagement
6	Consultation week
7	Conflict, power and politics

8	Fourth industrial revolution
9	Flexible work
10	Ageing population
11	Sustainability
12	Consultation week
13	Overview and revision

## 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 \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](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](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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](http://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](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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/](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.