MMBA8075
Leadership Practice and Development
Term 1, In person/Online-scheduled-weekday, City 2022

Department of Management

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Notice
As part of Phase 3 of our return to campus plan, most units will now run tutorials, seminars and other small group activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face 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
Michael Cherry
michael.cherry@mq.edu.au
Contact via 0416 026 057 (+61 416 026 057)
Give me a call.

Credit points
10

Prerequisites
(Admission to MBA or GradCertMgtPostMBA or GradDipMgt) and 30cp at 8000 level

Corequisites

Co-badged status

Unit description
This unit focuses on the nature and practice of leadership and the development of the leadership capabilities necessary to operate effectively in complex and rapidly changing organisational environments. It deals with a variety of leader behaviours and capabilities reflecting self-leadership, the leadership of others, and leadership within broader organisational and business 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:

ULO1: Critically reflect on and analyse your leadership skills and development needs required for successful organisational performance.

ULO2: Diagnose and develop the leadership capabilities required for career success in contemporary organisations.

ULO3: Collaborate effectively to critically reflect on and analyse contemporary leadership ideas and models to inform leadership practice.
General Assessment Information

Late submissions of assessments

Unless a Special Consideration request has been submitted and approved, no extensions will be granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

Table 1: Penalty calculation based on submission time

<table>
<thead>
<tr>
<th>Submission time after the due date (including weekends)</th>
<th>Penalty (% of available assessment task mark)</th>
<th>Example: for a non-timed assessment task marked out of 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 24 hours</td>
<td>10%</td>
<td>10% x 30 marks = 3-mark deduction</td>
</tr>
<tr>
<td>24-48 hours</td>
<td>20%</td>
<td>20% x 30 marks = 6-mark deduction</td>
</tr>
<tr>
<td>48-72 hours</td>
<td>30%</td>
<td>30% x 30 marks = 9-mark deduction</td>
</tr>
<tr>
<td>72-96 hours</td>
<td>40%</td>
<td>40% x 30 marks = 12-mark deduction</td>
</tr>
<tr>
<td>&gt; 96 hours</td>
<td>100%</td>
<td>Assignment won’t be accepted</td>
</tr>
</tbody>
</table>

Special Consideration: To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Reflection</td>
<td>30%</td>
<td>No</td>
<td>Week 6</td>
</tr>
<tr>
<td>Leadership Development Roadmap</td>
<td>40%</td>
<td>No</td>
<td>Week 8</td>
</tr>
<tr>
<td>Leadership Presentation</td>
<td>30%</td>
<td>No</td>
<td>Week 10</td>
</tr>
</tbody>
</table>

Leadership Reflection

Assessment Type 1: Reflective Writing
Indicative Time on Task 2: 15 hours
Due: Week 6
Weighting: 30%

Reflection of up to 1,500 words. This assessment evaluates students' ability to critically reflect on the leadership ideas and practices that they have learned in this unit.

On successful completion you will be able to:
  • Critically reflect on and analyse your leadership skills and development needs required for successful organisational performance.

Leadership Development Roadmap
Assessment Type 1: Qualitative analysis task
Indicative Time on Task 2: 20 hours
Due: Week 8
Weighting: 40%

Roadmap of up to 2,000 words. This assessment evaluates students' ability to apply the leadership knowledge learned in this unit to produce a personal roadmap for their leadership and career development.

On successful completion you will be able to:
  • Diagnose and develop the leadership capabilities required for career success in contemporary organisations.

Leadership Presentation
Assessment Type 1: Presentation
Indicative Time on Task 2: 10 hours
Due: Week 10
Weighting: 30%

A group presentation of up to 15 minutes. This assessment evaluates students' ability to critically analyse real-life leadership examples.

On successful completion you will be able to:
• Collaborate effectively to critically reflect on and analyse contemporary leadership ideas and models to inform leadership practice.

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 Learning Skills Unit 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

<table>
<thead>
<tr>
<th>Required Textbook</th>
<th>There is no required text for this unit.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Web Page</td>
<td>The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au">https://ilearn.mq.edu.au</a></td>
</tr>
<tr>
<td>Technology Used and Required</td>
<td>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.</td>
</tr>
<tr>
<td>Delivery Format and Other Details</td>
<td>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></td>
</tr>
<tr>
<td>Recommended Readings</td>
<td>Recommended Readings are provided via the links on the iLearn Unit page</td>
</tr>
<tr>
<td>Inherent Requirements</td>
<td>None</td>
</tr>
</tbody>
</table>

Unit Schedule

- Session 0 - **Introduction to Leadership** (Wed, 12 Jan 2022)
- Session 1 - **Followership and upward management** (Wed, 12, Jan 2022)
- Session 2 - **Leadership development and career planning** (Wed, 19 Jan 2022)
- Session 3 - **Developing social capital and network** (Wed, 26 Jan 2022)
- Session 4 - **Establish credibility and build power** (Wed, 2 Feb 2022)
- Session 5 - **Servant leadership** (Wed, 9 Feb 2022)
- Session 6 - **Difficult conversations** (Wed, 16 Feb 2022)
- Session 7 - **Diversity issues in leadership** (Wed, 23 Feb 2022)
- Session 8 - **Workaholism and work-life balance** (Wed, 2 Mar 2022)
- Session 9 - **Conflict resolution** (Wed, 9 Mar 2022)
Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://policies.mq.edu.au). 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

Students seeking more policy resources can visit Student Policies (https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit Policy Central (https://policies.mq.edu.au) and use the search tool.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/admin/other-resources/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/

The Writing Centre

The Writing Centre provides resources to develop your English language proficiency, academic writing, and communication skills.

- Getting help with your assignment
- Workshops
- Chat with a WriteWISE peer writing leader
- Access StudyWISE
- Upload an assignment to Studiosity
- Complete the 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 Enquiry Service
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

Equity 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.

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.