



PICT8000

Leadership and Strategic Decision Making

Session 2, In person-scheduled-weekday, North Ryde 2023

Department of Security Studies and Criminology

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	3
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	5
<u>Policies and Procedures</u>	7

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

Convener

James Ramsay

james.ramsay@mq.edu.au

Contact via james.ramsay@mq.edu.au

642 B, Level 6 Building Arts Precinct, 25 Wally's Walk

By appointment

Convener

Andrew Kapos

andrew.kapos@mq.edu.au

Contact via andrew.kapos@mq.edu.au

5th floor, B building Arts Precinct, 25 Wally's Walk

By appointment

Credit points

10

Prerequisites

50cp at 2000 level or above and admission to BSecStudMCTerrorism or BSecStudMCrim or BSecStudMCyberSecAnalysis or BSecStudMIntell or BSecStudMSecStrategicStud

Corequisites

Co-badged status

Unit description

This unit is only available for students that are enrolled in the vertical degree program. The aim of the unit to prepare students for future senior decision-making positions in government or the private sector. To achieve this, students will first gain a deep theoretical and conceptual understanding of leadership and decision-making. In particular, the unit will explore the limits of rationality, human cognition and other decision-making hazards. Second, the unit will invite senior leaders and decision-makers to speak to the unit (e.g. from government, academia, the media or the think-tank community). Students will be provided with ample time to ask questions and learn directly from the guest's experiences and lessons learnt. Finally, students will undertake a major independent research project where they will combine the theoretical and practical elements of leadership and decision making.

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 the limits to rational decision making.

ULO2: Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.

ULO3: Develop professional skills in communication, analysis and critical thinking.

ULO4: Formulate, undertake and complete an individual research project to an advanced standard.

General Assessment Information

Notes

1. The **Assessments Section should be consulted for instructions and up to date information** throughout the semester on the details of each assignment.
2. Adjustments to assessments may be made based on previous student/faculty feedback, or to accommodate a new convener, or to enhance class comprehension and performance or satisfaction, or to account for schedule changes due to natural disasters, global pandemics, or other circumstances etc.
3. Therefore, the source of truth for assessment details is now this iLearn page and **not the unit guide**. While the number of assessments and the types are the same as approved, the fine details of the assessment can be found on the iLearn page.
4. All written assignments are submitted through Turnitin V2 and are due by 11:59 pm on the Friday of the week they are due.
5. All assignments will be marked promptly, but expect at least 3 weeks to mark after submission.

As always, please see either course convener with any questions, we are here to enhance your learning. Sincerely, Professors Ramsay and Kapos

Assessment Tasks

Name	Weighting	Hurdle	Due
Op-ed essay	30%	No	week 7
Leadership profile	20%	No	week 10
Leadership Focus Project	50%	No	week 13

Op-ed essay

Assessment Type ¹: Non-academic writing

Indicative Time on Task ²: 20 hours

Due: **week 7**

Weighting: **30%**

Students to write a 700-word standard oped assessing a particular decision by a different leader than the one for their research project.

On successful completion you will be able to:

- Critically analyse the limits to rational decision making.
- Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.
- Develop professional skills in communication, analysis and critical thinking.

Leadership profile

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 15 hours

Due: **week 10**

Weighting: **20%**

Students will be asked to prepare a 500-word "leadership profile" for one of the guest lecturers, with background information, assessment of the guest's accomplishments/skills, and three incisive questions to be raised with the guest.

On successful completion you will be able to:

- Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.
- Develop professional skills in communication, analysis and critical thinking.

Leadership Focus Project

Assessment Type ¹: Project

Indicative Time on Task ²: 50 hours

Due: **week 13**

Weighting: **50%**

Drawing from a list of biographies/autobiographies of leaders, students will be formed in groups to focus on one of the books and asked to develop a jointly prepared research presentation for the rest of the class. Students will also prepare and submit an individual critical research essay of 3000 words on their selected leader.

On successful completion you will be able to:

- Critically analyse the limits to rational decision making.
- Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.
- Develop professional skills in communication, analysis and critical thinking.
- Formulate, undertake and complete an individual research project to an advanced standard.

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

Delivery and Resources

UNIT REQUIREMENTS AND EXPECTATIONS

- You should spend an average of 12 hours per week on this unit. This includes listening to lectures prior to seminar or tutorial, reading weekly required materials as detailed in iLearn, participating in iLearn discussion forums and preparing assessments.
- Internal students are expected to attend all seminar or tutorial sessions, and external students are expected to make significant contributions to on-line activities.
- In most cases students are required to attempt and submit all major assessment tasks in order to pass the unit.

REQUIRED READINGS

- The citations for all the required readings for this unit are available to enrolled students

through the unit iLearn site, and at Macquarie University's library site. Electronic copies of required readings may be accessed through the library or will be made available by other means.

TECHNOLOGY USED AND REQUIRED

- Computer and internet access are essential for this unit. Basic computer skills and skills in word processing are also a requirement.
- This unit has an online presence. Login is via: <https://ilearn.mq.edu.au/> This unit will be available approximately one week before the start of the session. And the iLearn site is the site with the most current information/directions/guidance for all assessments.
- Students are required to have regular access to a computer and the internet. Mobile devices alone are not sufficient.
- Information about IT used at Macquarie University is available at http://students.mq.edu.au/it_services/

SUBMITTING ASSESSMENT TASKS

- All text-based assessment tasks are to be submitted, marked and returned electronically. This will only happen through the unit iLearn site. Use of AI is not permitted in this unit.
- Assessment tasks must be submitted as a MS word document by the due date. Assessments may be modified by the unit convenor(s) to suit class/unit needs.
- Most assessment tasks will be subject to a 'Turnitin' review as an automatic part of the submission process.
- The granting of extensions is subject to the university's Special Consideration Policy. Extensions will not be granted by unit conveners or tutors, but must be lodged through Special Consideration: <https://students.mq.edu.au/study/my-study-program/special-consideration>

LATE SUBMISSION OF ASSESSMENT TASKS

Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a mark of, 0 (zero) will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical issue.

This late penalty will apply to non-timed sensitive assessment (incl essays, reports, posters,

portfolios, journals, recordings etc). Late submission of time sensitive tasks (such as tests/exams, performance assessments/presentations, scheduled practical assessments/labs etc) will only be addressed by the unit convenor in a Special consideration application. Special Consideration outcome may result in a new question or topic

WORD LIMITS FOR ASSESSMENT TASKS

- Stated word limits include footnotes and footnoted references, but not bibliography, or title page.
- Word limits can generally deviate by 10% either over or under the stated figure.
- If the number of words deviates from the limit by more than 10%, then penalties will apply. These penalties are 5% of the awarded mark for every 100 words deviation from the word limit. If a paper is 300 words over, for instance, it will lose $3 \times 5\% = 15\%$ of the total mark awarded for the assignment. This percentage is taken off the total mark, i.e. if a paper was graded at a credit (65%) and was 300 words over, it would be reduced by 15 marks to a pass (50%).
- The application of this penalty is at the discretion of the course convener.

REASSESSMENT OF ASSIGNMENTS DURING THE SEMESTER

- Macquarie University operates a Final Grade Appeal procedure as part of the Assessment policy in cases where students feel their work was graded inappropriately: <https://policies.mq.edu.au/document/view.php?id=277>
- In accordance with the Grade Appeal procedure, individual works are not subject to regrading.

STAFF AVAILABILITY

- Department staff will endeavour to answer student enquiries in a timely manner, i.e., 2 business days. However, emails or iLearn messages will not be answered over the weekend or public holiday period.
- Students are encouraged to read the Unit Guide and look at instructions posted on the iLearn site before sending email requests to staff.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](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](#)
- [Assessment Procedure](#)
- [Complaints Resolution 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) (<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) (<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

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

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.

- [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 Services and Support

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)
- [Student Advocacy](#) provides independent advice on MQ policies, procedures, and processes

Student Enquiries

Got a question? Ask us via [AskMQ](#), or contact [Service Connect](#).

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.