MMBA8075

Leadership Practice and Development

Term 4, In person-scheduled-intensive, North Ryde 2024

Department of Management

Contents

Disclaimer

General Information

Unit convenor and teaching staff Tess Howes tess.howes@mq.edu.au
Credit points 10
Prerequisites Admission to MBA or GradCertBusAdmin or GradDipBusAdmin or GradCertMgtPostMBA or GradDipMgt
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, 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 grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 8 am (Sydney time). A 1-hour grace period is provided to students who experience a technical concern. For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to submit an application for Special Consideration.

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.

Word limits

Anything beyond a stated assessment word limit (other than your reference list) may not be marked. See any further clarification from the unit convenor.

Assessment Tasks

Name	Weighting	Hurdle	Due
Leadership Reflection	20%	No	Monday, Week 5, 08:00 AEST
Group Leadership Presentation	30%	No	Monday, Week 8, 08:00 AEST
Leadership Interview Report	50%	No	Monday, Week 10, 08:00 AEST

Leadership Reflection

Assessment Type [1]: Reflective Writing
Indicative Time on Task [2]: 10 hours
Due: **Monday, Week 5, 08:00 AEST**
Weighting: **20%**

Reflection of up to 1,000 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.

Group Leadership Presentation

Assessment Type [1]: Presentation
Indicative Time on Task [2]: 10 hours
Due: **Monday, Week 8, 08:00 AEST**
Weighting: **30%**

A group presentation of up to 20 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.

Leadership Interview Report

Assessment Type [1]: Qualitative analysis task
Indicative Time on Task [2]: 25 hours
Due: **Monday, Week 10, 08:00 AEST**
Weighting: **50%**

Leadership report of up to 3,000 words. This assessment evaluates students' ability to conduct interviews, synthesise the leadership insights shared by the study participants and present findings that demonstrate current understandings of leadership in contemporary contexts.

On successful completion you will be able to:

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

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[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

This unit of study is offered as a 5-day on-campus intensive supplemented by a 1-hour weekly online workshop and series of themed online discussions for students to apply the leadership theories and concepts to case studies, videos and required readings and share insights as a class of leadership scholars.

Unit Schedule

Topic 1: Leadership insights and perceptions Topic 2: Leadership and followership: two sides of the same coin Topic 3: Effective leaders are masterful and mindful communicators Topic 4: Leadership interviews [preparation for A3 Leadership Interview Report] Topic 5: Leadership vision and credibility: the heart of transformational leadership Topic 6: Situational and Servant leadership: developing and serving others Topic 7: The art of persuasion and influence Topic 8: Leadership as an adaptive and agile process Topic 9: Power, credibility and conflict resolution Topic 10: Inclusive leadership: leaders for the future

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
- 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). 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

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.

Unit information based on version 2024.06 of the Handbook