



MMBA8070

Managing People: Leading Ethical and Inclusive Futures

Term 2, In person-scheduled-infrequent, City 2025

Department of Management

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General Information

Unit convenor and teaching staff

Unit convenor and teacher

Alison Pullen

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E4A 644

Email for appointment

Credit points

10

Prerequisites

(Admission to MBA or GradCertBusAdmin or GradDipBusAdmin or PGDipMgt or GradDipMgt or GradCertMgt or MSusDev or MSocEntre) or (admission to MAppFin or MAppFin(Adv) and AFCP8001)

Corequisites

Co-badged status

Unit description

Managing People draws on multi-disciplinary insights from psychology, anthropology, philosophy/ethics and sociology to study human behaviour in organisational settings. The management of people is considered within specific organisational and global contexts. In this unit, students critically examine insights into human behaviour to better manage and improve individual, group and organisational performance and capability, with an emphasis on being ethical and inclusive. The unit brings together classic studies of organisation behaviour with contemporary debates on managing people from an ethical perspective. We further interrogate critical challenges and tensions facing leaders and their followers to ensure the unit addresses the realities of organisational life.

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 evaluate theories and frameworks and research findings in organisational behaviour (OB).

ULO2: Critically reflect on and practically apply contingent perspectives of OB theoretical frameworks to better manage people and organisations.

ULO3: Communicate from a range of perspectives to influence others, both as an individual and as a team.

General Assessment Information

Late Assessment Submission Penalty (written 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 11.55pm. 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](#).

Assessment Tasks

Name	Weighting	Hurdle	Due
OB – Reflection	40%	No	One week after first block
OB – Analysis and Presentation	30%	No	During second block, in class
OB – Theory and Practice	30%	No	One week after second block ends.

OB – Reflection

Assessment Type ¹: Reflective Writing

Indicative Time on Task ²: 20 hours

Due: **One week after first block**

Weighting: **40%**

This task requires the students to look back on both their first reflective piece and their experiences in the unit as a whole. Students will submit up to 2,000 words on specified topics and/or issues. Due at the end of the unit.

On successful completion you will be able to:

- Critically reflect on and practically apply contingent perspectives of OB theoretical frameworks to better manage people and organisations.

- Communicate from a range of perspectives to influence others, both as an individual and as a team.

OB – Analysis and Presentation

Assessment Type ¹: Qualitative analysis task

Indicative Time on Task ²: 20 hours

Due: **During second block, in class**

Weighting: **30%**

Students will use their knowledge of OB theory and frameworks in the context of a current issue. A set of questions that relate to topics and/or key themes need to be addressed. Students will work in a group. Each student will make an oral presentation as part of a group, of up to 25 minutes per group. This will form a group mark of 30%.

On successful completion you will be able to:

- Identify and evaluate theories and frameworks and research findings in organisational behaviour (OB).
- Critically reflect on and practically apply contingent perspectives of OB theoretical frameworks to better manage people and organisations.
- Communicate from a range of perspectives to influence others, both as an individual and as a team.

OB – Theory and Practice

Assessment Type ¹: Reflective Writing

Indicative Time on Task ²: 15 hours

Due: **One week after second block ends.**

Weighting: **30%**

This assessment focuses on early unit content. Students will write 1,500 words on OB theories and how they believe they have been knowingly and/or unknowingly impacted by these in their own practice.

On successful completion you will be able to:

- Identify and evaluate theories and frameworks and research findings in organisational behaviour (OB).

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 of this unit runs over two blocks. Students should cover the materials over a 10 week period to ensure sufficient reading is conducted to enable them to contribute to the class.

Students are required to participate fully during the block delivery.

All resources/readings are available on Leganto and the iLearn site.

The recommended text is: ORGANIZATIONAL BEHAVIOR: EMERGING KNOWLEDGE. GLOBAL REALITY (NO US RIGHTS)., MCGRAW-HILL EDUCATION, 2023, 9781266471131, ISBN and is available through the library.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://policies.smq.edu.au) (<https://policies.smq.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.smq.edu.au/support/study/policies) (<https://students.smq.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.smq.edu.au) (<https://policies.smq.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.smq.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 connect.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/>

Academic Success

[Academic Success](#) 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 the [Service Connect Portal](#), 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.

Changes from Previous Offering

Minor changes to the title.

Unit information based on version 2025.06 of the [Handbook](#)