



PICX8071

Management and Leadership in Intelligence

Session 2, Online-flexible 2026

School of International Studies

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<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

Brian Cuddy

brian.cuddy@mq.edu.au

Credit points

10

Prerequisites

Admission to MIntell

Corequisites

Co-badged status

Unit description

Intelligence success depends on more than individual brilliance—it requires effective leadership and collaboration across teams, agencies, and national borders. This unit explores how good and effective leadership and strategic management shape high-performing intelligence organisations. Students will examine leadership practices that foster cultures of cooperation, creativity, and integrity, alongside the management principles necessary to navigate complex intelligence environments. Topics include building trust with decision-makers, managing institutional risk, and enabling ethical intelligence sharing across jurisdictions. Through analysis of real-world examples, students will consider how leaders address challenges such as bias, groupthink, and geopolitical uncertainty. By the end of the unit, students will have developed a foundational understanding of how to lead and manage within the unique pressures of intelligence work and align operational strategies with national security priorities.

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: Evaluate the effectiveness of leadership theories and management principles in real-world intelligence organisations and decision-making environments.

ULO2: Demonstrate leadership capabilities by fostering collaboration, ethical conduct, and effective communication within diverse intelligence teams operating in high-pressure

environments.

ULO3: Assess organisational challenges and strategic priorities within intelligence agencies, and develop management strategies that align with national security objectives and policy frameworks.

ULO4: Apply critical thinking and problem-solving to manage intelligence operations in response to shifting geopolitical and organisational conditions.

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Intelligence Portfolio	30%	No	11/ 10/ 2026	Group	No	Open
Management and Leadership Reflection	30%	No	25/ 10/ 2026	Individual	Yes	Open
Interview	40%	No	Week 13	Individual	No	Observed

Intelligence Portfolio

Assessment Type ¹: Portfolio

Indicative Time on Task ²: 30 hours

Due: **11/10/2026**

Weighting: **30%**

Groupwork/Individual: Group

Short extension ³: No

AI Approach: Open

Students will compile a portfolio of intelligence assessments on a current event.

On successful completion you will be able to:

- Demonstrate leadership capabilities by fostering collaboration, ethical conduct, and effective communication within diverse intelligence teams operating in high-pressure environments.
- Assess organisational challenges and strategic priorities within intelligence agencies, and develop management strategies that align with national security objectives and policy frameworks.
- Apply critical thinking and problem-solving to manage intelligence operations in response to shifting geopolitical and organisational conditions.

Management and Leadership Reflection

Assessment Type ¹: Reflection task

Indicative Time on Task ²: 30 hours

Due: **25/10/2026**

Weighting: **30%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open

Students will complete a reflective writing piece on management and leadership in an intelligence setting.

On successful completion you will be able to:

- Evaluate the effectiveness of leadership theories and management principles in real-world intelligence organisations and decision-making environments.
- Demonstrate leadership capabilities by fostering collaboration, ethical conduct, and effective communication within diverse intelligence teams operating in high-pressure environments.
- Assess organisational challenges and strategic priorities within intelligence agencies, and develop management strategies that align with national security objectives and policy frameworks.
- Apply critical thinking and problem-solving to manage intelligence operations in response to shifting geopolitical and organisational conditions.

Interview

Assessment Type ¹: Experiential task

Indicative Time on Task ²: 38 hours

Due: **Week 13**

Weighting: **40%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Observed

Students will complete an interview for a management/leadership role in an intelligence organisation.

On successful completion you will be able to:

- Evaluate the effectiveness of leadership theories and management principles in real-world intelligence organisations and decision-making environments.

- Demonstrate leadership capabilities by fostering collaboration, ethical conduct, and effective communication within diverse intelligence teams operating in high-pressure environments.
 - Assess organisational challenges and strategic priorities within intelligence agencies, and develop management strategies that align with national security objectives and policy frameworks.
 - Apply critical thinking and problem-solving to manage intelligence operations in response to shifting geopolitical and organisational conditions.
-

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
- [Academic Success](#) 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.

³ An automatic short extension is available for some assessments. Apply through the [Service Connect Portal](#).

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 online 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/>.
- 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.
- Text-based assessment tasks must be submitted as an MS word document by the due date.
- 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-time-sensitive assessments (including 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 unit 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. However, emails or iLearn messages will not usually be answered on weekends and public holidays.
- 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 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.

- [Ask a Study Coach](#)
- [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 <https://students.mq.edu.au/support/technology/service-desk>.

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 2026.04 of the [Handbook](#)