# BBA 310

**Leadership in Management**

S1 Evening 2015

*Dept of Marketing and Management*

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## General Information

<table>
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<tr>
<th>Unit convenor and teaching staff</th>
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<tbody>
<tr>
<td>Unit Convenor and Lecturer</td>
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<td>Dr Edward Wray-Bliss</td>
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<td>Building E4A, Room 651</td>
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<tr>
<td>By appointment</td>
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<td>Yang Yang</td>
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<table>
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<tr>
<th>Credit points</th>
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<table>
<thead>
<tr>
<th>Prerequisites</th>
<th>39cp including (BBA111 or HRM107)</th>
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<tr>
<th>Corequisites</th>
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<th>Co-badged status</th>
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| Unit description | Today's workforce continues to diversify, and the tasks to be accomplished have become more complex. They say that leaders are born with the ability to enthuse. A good leader knows how to motivate people, get the best out of them, and be proud of what they can achieve. Students in this unit evaluate a series of alternative perspectives of leadership, including contemporary collaborative models. After a careful analysis of these perspectives, students can develop a personal model of leadership adaptable to any workplace. The unit utilises a range of assessment criteria including analysis of case studies, informal presentations and group activities. An understanding of key leadership criteria in management will enable students to be capable of professional and personal judgement and initiative. |

## 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](https://www.mq.edu.au/study/calendar-of-dates)

## Learning Outcomes

On successful completion of this unit, you will be able to:

- Critically assess the nature and origins of leadership
Identify and critically analyse key leadership issues in a management context
Demonstrate awareness of the major conceptualisations of leadership
Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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</thead>
<tbody>
<tr>
<td>Assignment 1</td>
<td>25%</td>
<td>Week 5</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>35%</td>
<td>Week 11</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
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Assignment 1

Due: **Week 5**
Weighting: **25%**

Essay questions and guidance will be available on ilearn in Week 2. This assessment task requires you to discuss the history and context of leadership in management.

**Submission**

On-line, via turnitin, on the unit ilearn site by 12pm (mid day) on the Friday of Week 5.

**Extensions and Penalties:**

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made to the Faculty and approved.

On successful completion you will be able to:

- Critically assess the nature and origins of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assignment 2

Due: **Week 11**
Weighting: **35%**

Essay questions and guidance will be available on ilearn in Week 6. This assessment task requires you to discuss the history and context of leadership in management.

**Submission**

On-line, via turnitin, on the unit ilearn site by 12pm (mid day) on the Friday of Week 11.
Extensions and Penalties:

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made to the Faculty and approved.

On successful completion you will be able to:

• Identify and critically analyse key leadership issues in a management context
• Demonstrate awareness of the major conceptualisations of leadership

Final Examination

Due: University Examination Period
Weighting: 40%

Examination Conditions:

A three (3) hour final examination under closed book conditions within the University formal examination period

On successful completion you will be able to:

• Demonstrate awareness of the major conceptualisations of leadership
• Demonstrate awareness of contemporary challenges for and critiques of leadership

Delivery and Resources

Classes

Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

The timetable for classes can be found on the University web site at:
http://www.timetables.mq.edu.au/

Reading

To hope to pass this unit, you must do the required weekly reading. Each of the weekly readings is assessed in the final exam. To excel in this unit, you will need to read several of the additional readings as well.

Prizes

A Certificate Prize will be awarded to the highest achieving student/s

Required and Recommended Texts and/or Materials

A collection of 12 classic and contemporary academic articles on different aspects of leadership
form the required and examinable reading for this unit. You will need to read one of these articles each week before your tutorial. All articles will be uploaded on the unit ilearn site for you to download, read and bring to your tutorial.

In addition to these compulsory readings, several additional academic articles will be uploaded on ilearn for each weekly topic. You will need to read and use a range of these in your two individual essays for this subject.

**Unit Web Page**
The web page for this unit can be found at: [iLearn](http://ilearn.mq.edu.au)

**Technology**
Access to a personal computer is required for downloading resources from ilearn

## Unit Schedule

<table>
<thead>
<tr>
<th>Week No</th>
<th>Lecture Topic</th>
<th>Tutorial Activities</th>
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<tbody>
<tr>
<td></td>
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<td>(All articles and questions on these articles will be on ilearn: articles must be downloaded and read before the tutorial and brought to the tutorial)</td>
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<tr>
<td>1</td>
<td>Introduction: Studying Leadership Critically</td>
<td>No tutorials</td>
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## Mid Semester Break

### Theorising Leadership 3: Followership and Psychoanalytic Approaches


### Theorising Leadership 4: Destructive and Psychopathic Approaches

Gabriel, Y. 1997. 'Meeting God: when organizational members come face to face with the supreme leader' *Human Relations*, 50:4, 315-342.

### Theorising Leadership 5: Ethical Approaches


### Emerging Topics 1: Leadership Identity


### Emerging Topics 2: Visual and Virtual Leadership


### Revision / Exam briefing


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### Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs). Students should be aware of the following policies in particular with regard to Learning and Teaching:


Disruption to Studies Policy  http://www.mq.edu.au/policy/docs/disruption_studies/policy.html  The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

**Student Code of Conduct**

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct:  https://students.mq.edu.au/support/student_conduct/

**Results**

Results shown in *iLearn*, 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.

**Student Support**

Macquarie University provides a range of support services for students. For details, visit  http://students.mq.edu.au/support/

**Learning Skills**

Learning Skills  (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

**Student Services and 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.

**Student Enquiries**

For all student enquiries, visit Student Connect at  ask.mq.edu.au

**IT Help**

For help with University computer systems and technology, visit  http://informatics.mq.edu.au/help/.

When using the University's IT, you must adhere to the  Acceptable Use Policy. The policy

https://unitguides.mq.edu.au/unit_offers/46987/unit_guide/print
Graduate Capabilities

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Critically assess the nature and origins of leadership
- Identify and critically analyse key leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment tasks

- Assignment 1
- Assignment 2
- Final Examination

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Critically assess the nature and origins of leadership
- Identify and critically analyse key leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment tasks

- Assignment 1
Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation’s historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcomes

- Identify and critically analyse key leadership issues in a management context
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment tasks

- Assignment 2
- Final Examination

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes

- Identify and critically analyse key leadership issues in a management context
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment task

- Assignment 1

Changes from Previous Offering

The content of the unit has been changed to better enable students to appreciate the range of academic approaches to the topic of leadership. This is also facilitated by the required reading for the unit shifting from a standardised textbook to a selection of academic articles - which have been carefully chosen to reflect the diverse voices on leadership in the academy.
Research and Practice

This unit uses published research and writings from a range of academic sources and perspectives. Throughout the unit, you will be examining both the theory and practice of leadership, you will develop skills and abilities to read and reflect upon managerial and academic writings on leadership, and you will be encouraged to reflect upon the implications of this material for your own position as both a subject of leadership and a potential future leader.

The unit draws upon articles published in leading leadership and management journals, including Leadership, Human Relations, Administrative Science Quarterly, Leadership Quarterly and Organization Studies.