BBA 310
Leadership in Management
MQC1 Day 2015

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff
Lecturer-in-Charge
Terry Standen
terry.standen@mqc.edu.au
Contact via email
Please contact Terry via email to arrange a time to meet

Credit points
3

Prerequisites
39cp including (BBA111 or HRM107)

Corequisites

Co-badged status

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

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

- Critically assess the nature and origins of leadership
- Identify and analyse 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>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment 1</td>
<td>25%</td>
<td>Week 5</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>35%</td>
<td>Week 11</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

Assessment 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:
In class in Week 5, On-line, via turnitin, on the unit ilearn site by 11.30pm on the day of class in Week 5.

Extensions and Penalties:
Extensions will only be granted with an approved "Disruption to Studies" lodged with ask.mq.edu.au prior to the due date

Late submissions will be penalised at 10% per day late up to five working days after which zero (0) marks will be recorded.

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

Assessment 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 different theoretical approaches to leadership and to critically reflect upon the implications of these for management practice.

Submission:
In class in Week 11, On-line, via turnitin, on the unit ilearn site by 11.30pm on the day of class in Week 11.
Extensions and Penalties:

Extensions will only be granted with an approved "Disruption to Studies" lodged with ask.mq.edu.au prior to the due date.

Late submissions will be penalised at 10% per day late up to five working days after which zero (0) marks will be recorded.

On successful completion you will be able to:

- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques 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:

- Identify and analyse leadership issues in a management context
- 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 MQC Portal

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.

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](http://ilearn.mq.edu.au)

**Technology**

Access to a personal computer is required in order to download resources from ilearn

### Unit Schedule

<table>
<thead>
<tr>
<th>Week No</th>
<th>Lecture Topic</th>
<th>Tutorial Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<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>
</tr>
<tr>
<td>1</td>
<td>Introduction: Study Leadership Critically</td>
<td>GTKY Exercises</td>
</tr>
<tr>
<td></td>
<td>Theorising Leadership:</td>
<td>Literature Reference</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>8</td>
<td>Destructive and Psychopathic Leadership</td>
<td>Gabriel, Y. 1997. 'Meeting God: when organizational members come face to face with the supreme leader' Human Relations, 50:4, 315-342.</td>
</tr>
</tbody>
</table>

### Policies and Procedures

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

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 Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at http://students.mq.edu.au/support/

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing info@city.mq.edu.au with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email info@city.mq.edu.au or visit their website at: http://www.campuslife.mq.edu.au/campuswellbeing

StudyWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learnin
Personal assistance with your learning & study related questions

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 applies to all who connect to the MQ network including students.

IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at http://informatics.mq.edu.au/help/ or call 02 9850-4357.

When using the university’s IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted.
- Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action,
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 analyse 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
- Assessment 1
- Assessment 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 analyse 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**

- Assessment 1
- Assessment 2
- Final Examination

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

**Assessment task**

- Assessment 2

**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 outcome**

- Demonstrate awareness of contemporary challenges for and critiques of leadership
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.