BUS 832

Leadership and Management

S2 Evening 2018

Archive (Pre-2019) - Dept of Marketing and Management

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General Information

Unit convenor and teaching staff
Lecturer, Unit Convener
Ian Dunbar
ian.dunbar@mq.edu.au
Contact via Email
Wed: 08:30 - 09:00, 11:00 - 13:00, 17:00 - 18:00; and after lectures

Moderator
Professor David Rooney
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Contact via Email
4ER 511
By appointment

Credit points
4

Prerequisites
BUS651 or ECON649 or MKTG696 or HSYP801

Corequisites

Co-badged status
Co-badged with MGMT732

Unit description
The purpose of this unit is to enable students to acquire leadership skills and knowledge relevant to the process of organisational leadership. The unit provides theoretical understanding and practical application of effective leadership theories and frameworks. The unit invites students to critically evaluate their own practice of leadership in the context of new theoretical and case-based insights.

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:

Recognise and communicate theory about the nature and processes of leading

Reflect and report on your own capacity to lead, both individually, and in a team

Analyse and explain the differences between leading and managing, and analyse how they complement one another

Create a development plan based on unit content, experience, case studies, reading, practical examples and reflection, taking into account contemporary ideas regarding CSR and ethical behaviour

General Assessment Information

For all assignment work, no extensions will be granted. There will be a deduction of 10% of the total available marks 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 will result in a 20% penalty). This penalty does not apply in cases where an application for Special Consideration is made, and approved.

Assessment Tasks

Name	Weighting	Hurdle	Due
Assessment 1 (Individual)	20%	No	Week 5
Assessment 2 (Group)	30%	No	Week 9
Individual reflexive essay	50%	No	Week 13

Assessment 1 (Individual)

Due: **Week 5**
Weighting: **20%**

Case analysis provides an opportunity to demonstrate your ability to apply core concepts from the course to a specific example of leadership and management. You will be provided with the details closer to the assignment date.

Essays are to be your independent, and original work. Essays will be formal in style, include appropriate source citation and reference lists. Information on required essay format will be included in the assessment document in the Assessments section of iLearn.

Please put a word count on the front page of your assignment and ensure that you reference appropriately using the APA or Harvard style. There are excellent online reference generators that can assist you with this task.

Assignments exceeding the word limit by more than 10% will be penalised as will those that are more than 10% shorter than the word limit.

The assessment must be submitted via Turnitin. A Turnitin link will be provided in the relevant assessment section for the unit in iLearn.

The iLearn web address is https://ilearn.mq.edu.au

On successful completion you will be able to:

- Recognise and communicate theory about the nature and processes of leading
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Assessment 2 (Group)

Due: **Week 9**
Weighting: **30%**

Case analysis provides an opportunity to demonstrate your ability to apply core concepts from the course to a specific example of leadership and management. You will be provided with the details closer to the assignment date.

You will be required to answer a question related to the case study. **50% of the marks for this assessment will be for individual contribution; and 50% of the marks will be for the overall team output.**

Reports are to be your independent AND original work, and will be formal in style, include appropriate source citation and reference lists.

Please put a word count on the front page of your assignment and ensure that you reference appropriately using the APA or Harvard style. There are excellent online referencing generators that can assist you with this task.

Assignments exceeding the word limit by more than 10% will be penalised as will those that are more than 10% shorter than the word limit.

The assessment must be submitted via Turnitin. A Turnitin link will be provided in the relevant assessment section for the unit in iLearn.

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Individual reflexive essay

Due: **Week 13**
Weighting: **50%**

The individual essay seeks to consolidate your learning by asking you to write a reflexive essay that considers your experiences in this course, and in life, and how you can use that experience to plan your own ongoing development as a leader. You will have to use the research literature to justify the efficacy of this self-development plan; you should also draw on cases and practical examples from organisations.

You are required to keep a weekly reflective journal for this assignment. The journal will be your primary data source but you must cite the literature on management, leadership, and other relevant research areas. You must attach a copy of your diary to the assignment when you submit it. You can quote your journal entries as evidence to support your argument in the essay. This assignment will allow you to demonstrate your understanding (or the degree to which you have made sense) of the course and its application to your career and how you see that learning continuing after the course has finished. To this end, your assignment must put forward a convincing and well justified self-development plan

What is different about this essay compared to others you may have written at University is that you will be required to write in the first person. You are not required to write an essay summarising the content of the course (or parts of the course). What you are required to write about is what you can imagine you can do with the content of this course to become a better leader.

An essay is by definition a written argument. You must, therefore, demonstrate that you have a particular point of view and you must support this with evidence from the course and your journal and the literature. To this end you may also need to research beyond the set readings already provided to you in the course materials.

A basic essay plan includes:

- Introduction
- Identify what you will focus on. Set out your evidence for focussing on those things
- Review the literature that explains why those things are important
- Review the literature that explains how to improve those things
- Reflect on how the literature informs your self-knowledge and plans
- Set out a future development plan
- Conclusions
- Reference list

Essays are to be your independent, and original work. Essays will be formal in style, include appropriate source citation and reference lists.

Please put a word count on the front page of your assignment and ensure that you reference appropriately using the APA or Harvard style. There are excellent online citation generators that

can assist you with this task

Assignments exceeding the word limit by more than 10% will be penalised, as will those that are more than 10% shorter than the word limit.

You should be well prepared for this assignment from attendance and participation in classes, and through completing your reflexive learning journal.

The assessment must be submitted via Turnitin. A Turnitin link will be provided in the relevant assessment section for the unit in iLearn.

The iLearn web address is https://ilearn.mq.edu.au

On successful completion you will be able to:

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Delivery and Resources

There is no recommended text book for this unit. However, it is recommended that you read widely to augment the unit content and the class discussions.

You will need to come to class prepared to share your own experiences and engage with other students in class based activities, including a group-based online leadership simulation.

Throughout this course we will develop frameworks that will help you develop as a practicing leader.

You will need a WiFi enabled laptop for use in class.

You are expected to spend 10 hours per week working on this course.

Attendance is strongly recommended, and is compulsory during the Mt. Everest simulations in the latter half of the unit (please refer to weekly schedule). Reminders will be given in class and posted on iLearn.

To successfully complete this unit, you will need to achieve an overall mark of at least 50%.

This unit and its content was originally developed by Professor David Rooney.

The timetable can be found at http://students.mq.edu.au/student_admin/timetables

There is a public holiday in Week 8, the Monday class will not run. A recorded lecture will be available on Echo. The Wednesday class will run as normal.

Unit Schedule

1	Introduction
2	Manager or leader?
3	Reflexive experience & deliberate practice
4	Cohesion & conflict
5	Politics & power in leading change
6	Negotiation, empathy, emotional intelligence
7	Ethics & Corporate Social Responsibility
8	Groups and teams
9	Mt. Everest pre simulation prep.
10	Mt. Everest simulation
11	Mt. Everest simulation performance review
12	Toxic leadership
13	Overview & Revision

Learning and Teaching Activities

Learning and teaching activities

The three-hour weekly classes will comprise lectures, discussions, video clips, role plays, case studies, and games.

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). 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
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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://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.

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Recognise and communicate theory about the nature and processes of leading
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Assessment tasks

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- Assessment 2 (Group)
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Learning and teaching activities

- The three-hour weekly classes will comprise lectures, discussions, video clips, role plays, case studies, and games.

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and

knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

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PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- Recognise and communicate theory about the nature and processes of leading
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Changes from Previous Offering

Assessments have been changed to assist in keeping the unit current and relevant.

Research and Practice, Global Contexts and Sustainability

Research

Referring to the recommended reading, students should use this as a starting point. There is much value in reading texts written by practitioners, in addition to academic papers and texts written by academics. The business sections of bookstores abound with books by, and about, corporate, political, sporting and other leaders.

Global Context

Business today is global, and most businesses, even though they might not realise it, are impacted by the global nature of business. The days of manufactured products being produced from raw material to finished product in one or two factories, are over. Consider the production of a suit sold in a UK high-street chain store. Suit designed in the UK; wool produced in Australia and topped in China, dyed in Italy, spun in Romania; cloth made in Yorkshire; cloth cut and suit made in Cambodia; sold in UK store (or online to someone living in Sydney).

This is just one example of globalisation - a concept of which leaders must be aware.

Sustainability

Students should be aware that sustainability has a much broader meaning than 'green' issues, such as renewable energy and recycling. Companies today must consider their Triple Bottom Line, which means that they must focus on the sustainability of People, Profits and the Planet. Leaders should be aware of the implications of all 3 Ps for their organisations, including, but limited to: flexible working, employee rights, equity, diversity and inclusion; ethical decision making and the trade off with the profit incentive (short term and long term); reputation risk in areas such as pollution, and the issues just mentioned. In turn, these topics may inform discussion on outsourcing, offshoring and recruitment practices, supplier choices, and stakeholder (and shareholder) engagement. Students should familiarise themselves with the ten principles of the UN Global Compact and the Principles of Responsible Management Education, as well as company annual reports that provide insights into these areas.