



# MGMT306

## Leadership and Influence in Action

WV Day 2018

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

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## General Information

Unit convenor and teaching staff

Lecturer

Dr Tess Howes

[tess.howes@mq.edu.au](mailto:tess.howes@mq.edu.au)

4ER 222-233

By Appointment

Moderator

Dr Senia Kalfa

[senia.kalfa@mq.edu.au](mailto:senia.kalfa@mq.edu.au)

4ER, Level 4

Yang Yang

[yang.yang@mq.edu.au](mailto:yang.yang@mq.edu.au)

Contact via 9850 9288

4ER, Level 6

Senia Kalfa

[senia.kalfa@mq.edu.au](mailto:senia.kalfa@mq.edu.au)

Credit points

3

Prerequisites

Admission to BBusLeadCom and ((45cp at 100 level or above) including MGMT304)

Corequisites

Co-badged status

Unit description

Leadership and Influence in Action examines decision-making challenges, managing difficult relationships and building successful ones, provides a range of competitive and cooperative negotiation strategies and develops students' ability to deliver a successful ""sales"" pitch. Through a series of practical workshops, the unit aims to enhance students' practical skills of influence and persuasion and further improve their effectiveness as leaders. Outcomes from this unit will help students understand influencing and negotiation techniques. This unit employs block teaching.

## 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:

Evaluate, understand and learn from the factors that make leaders and influencers who they are.

Apply a range of leadership and influencing skills in a range of contexts.

Practise influence in an individual personal interview.

Investigate how different forms of power, relationships and ethical considerations can influence a negotiation process.

## General Assessment Information

### Program Learning Outcomes

This unit supports the development of Program Learning Outcomes (PLO) for degree(s) delivered by the Faculty of Business and Economics. PLOs describe the educational outcomes of a degree and what you should be able to know, understand and do by the end of your degree.

Unit learning outcomes 1,2, 3 and 4 and assessments contribute to the following BBLC PLOs:

PLO 4: Apply power and influencing techniques within organisations

PLO 8: Demonstrate effective oral communication in a business environment

PLO 9: Demonstrate effective written communication in a business environment

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Individual Interview</u></a>	40%	No	15 & 16 August, 2018
<a href="#"><u>Individual Simulation/Exercise</u></a>	20%	No	During class
<a href="#"><u>Reflective Assignment</u></a>	40%	No	22 August - 4 pm, 2018

### Individual Interview

Due: **15 & 16 August, 2018**

Weighting: **40%**

#### Interview

Due: 15 and 16 August, 2018

Weighting 40%

#### Description:

Students must prepare for an individual mock interview for a role in a global leadership program. Students will be allocated a time by the lecturer to attend their interview. There are two components to this assessment task: in addition to the mock interview (oral component) each student will submit a portfolio of achievements (written component). Further details will be provided in the lecture and on iLearn.

**Extension:**

No extension will be granted. Students who do NOT participate in the assessment, will be awarded a mark of 0 for the assessment task, except for cases in which an application for Special Consideration has been lodged and approved.

On successful completion you will be able to:

- Apply a range of leadership and influencing skills in a range of contexts.
- Practise influence in an individual personal interview.

## Individual Simulation/Exercise

Due: **During class**

Weighting: **20%**

**Simulation/Exercise**

Due:                During Class

Weighting        20%

Students must participate in the proscribed simulation/exercise. This simulation is an individual assessment. Further details will be provided in the lecture and on iLearn.

**Submission:**

In classes commencing Monday, 2 July

**Extension:**

No extension will be granted. Students who do NOT participate in the assessment, will be awarded a mark of 0 for the assessment task, except for cases in which an application for Special Consideration has been lodged and approved.

On successful completion you will be able to:

- Apply a range of leadership and influencing skills in a range of contexts.
- Investigate how different forms of power, relationships and ethical considerations can influence a negotiation process.

## Reflective Assignment

Due: **22 August - 4 pm, 2018**

Weighting: **40%**

### Reflective Assignment

Due: 22 August - 4 pm, 2018

Weighting: 40%

Words: 2000

### Description:

Students are required to read one book from the reading list and reflect on what it means for them in the context of their experience and understanding of leadership and influence. Further details will be provided in the lecture and on iLearn.

### Submission:

Via Turnitin – **No hardcopy is required.**

### Extension:

No extensions will be granted. Late submissions will be accepted up to 120 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 Special Consideration is made and approved.

On successful completion you will be able to:

- Evaluate, understand and learn from the factors that make leaders and influencers who they are.

## Delivery and Resources

### Classes

This unit is delivered as a block mode over the winter vacation. Attendance will be taken during class. Attendance in class will allow the student to gain the maximum benefit from this unit. It is expected that all students will interact and engage in the class environment. The timetable for classes can be found on the timetable website:

<http://timetables.mq.edu.au>

### Required text

No required text is assigned for this unit. Readings and other materials will be made available via iLearn and Macquarie University Library website:

<http://www.mq.edu.au/about/campus-services-and-facilities/library>

### **Technology Used and Required**

Students are expected to have knowledge of the Microsoft Office suit as well as iLearn, Google Scholar and the Macquarie University Library and associated databases. Support for these is available via the Library's website. All correspondence will be via student email. Students must check their email on a regular basis and must communicate with staff and other students using their Macquarie University email.

### **Unit Web Page**

The unit web page is available on iLearn – <http://ilearn.mq.edu.au>

### **Consultations**

By appointment

### **Successful Completion of Unit**

In order to successfully complete this unit, students must attain a minimum mark of 50%

## **Unit Schedule**

### **Unit Schedule**

<b>Day 1 – Monday 2 July (12 SW room 430)</b>	
9.00 – 10.30	Introduction to the unit, assessments
10.30 – 11.00	Morning Tea
10.00 – 1.00	Motivation & Influence
1.00 – 2.00	Lunch
2.00 – 3.00	Self-Determination
3.00 – 4.00	Activity
4.00 – 5.00	Conclusion

<b>Day 2 – Tuesday 3 July (12 SW room 430)</b>	
9.00 – 9.45	Review/Q&A from previous day
9.45 – 10.00	Morning Tea
10.00 – 11.00	Activity
11.30 – 1.00	Guest Speaker
1.00 – 2.00	Lunch
1.00 – 3.00	Conflict
3.00 – 4.00	Activity
4.00 – 5.00	Conclusion
<b>Day 3 – Wednesday 4 July (12 SW room 430)</b>	
9.00 – 10.00	Review/Q&A from previous day
10.30 – 11.00	Morning Tea
11.00 – 1.00	Guest Speaker
1.00 – 2.00	Lunch
2.00 – 3.00	Negotiation
3.00 – 4.00	Activity
4.30 – 5.00	Simulation/exercise & conclusion
<b>Day 4 – Thursday 5 July (12 SW room 430)</b>	
9.00 – 10.30	Guest Speaker
10.30 – 11.00	Morning Tea
11.00 – 1.00	Cross Cultural Negotiation
1.00 – 2.00	Lunch
2.00 – 4.00	Power, Politics & Influence

4.00 – 5.00	Activity
<b>Day 5 – Friday 6 July (12 SW room 430)</b>	
9.00 – 10.30	Review/Q&A
10.30 – 11.00	Morning Tea
11.00 – 1.00	Guest Speaker
1.00 – 2.00	Lunch
2.00 – 3.00	Problem Solving & Decision Making
3.00 – 4.30	Simulation/exercise Wrap-Up
4.30 – 5.00	Conclusion
<b>Evening session – Wednesday 15 August (07WW, room 149)</b>	
6.00 – 8.00 pm	Individual interviews
<b>Evening session – Thursday 16 August (07WW, room 149)</b>	
6.00 – 8.00 pm	Individual interviews

## Learning and Teaching Activities

### Teaching

This unit is taught through lectures, activities, and workshop discussions.

### Student Learning Expectations

Students are expected to read in advance, prepare for classes as required, follow current developments in leadership and apply the concepts in class activities. Students are expected to demonstrate enthusiasm for the subject area and interact\communicate with fellow students and the lecturer.

### Learning Focus

The focus of this unit is on students developing enhancing their practical skills of influencing and persuasion and to further improve their effectiveness as leaders.

## 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-centr](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr)



al). 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) (<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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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](http://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](http://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](http://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/](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

### Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

### Learning outcomes

- Evaluate, understand and learn from the factors that make leaders and influencers who they are.
- Apply a range of leadership and influencing skills in a range of contexts.
- Investigate how different forms of power, relationships and ethical considerations can influence a negotiation process.

### Assessment tasks

- Individual Interview
- Individual Simulation/Exercise
- Reflective Assignment

### Learning and teaching activities

- This unit is taught through lectures, activities, and workshop discussions.
- Students are expected to read in advance, prepare for classes as required, follow current developments in leadership and apply the concepts in class activities. Students are

expected to demonstrate enthusiasm for the subject area and interact\communicate with fellow students and the lecturer.

- The focus of this unit is on students developing enhancing their practical skills of influencing and persuasion and to further improve their effectiveness as leaders.

## 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

- Evaluate, understand and learn from the factors that make leaders and influencers who they are.
- Apply a range of leadership and influencing skills in a range of contexts.
- Practise influence in an individual personal interview.
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- The focus of this unit is on students developing enhancing their practical skills of influencing and persuasion and to further improve their effectiveness as leaders.

## Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms

effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

## **Learning outcomes**

- Apply a range of leadership and influencing skills in a range of contexts.
- Practise influence in an individual personal interview.

## **Assessment tasks**

- Individual Interview
- Individual Simulation/Exercise

## **Learning and teaching activities**

- This unit is taught through lectures, activities, and workshop discussions.
- Students are expected to read in advance, prepare for classes as required, follow current developments in leadership and apply the concepts in class activities. Students are expected to demonstrate enthusiasm for the subject area and interact\communicate with fellow students and the lecturer.
- The focus of this unit is on students developing enhancing their practical skills of influencing and persuasion and to further improve their effectiveness as leaders.

## **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**

- Evaluate, understand and learn from the factors that make leaders and influencers who they are.
- Practise influence in an individual personal interview.
- Investigate how different forms of power, relationships and ethical considerations can influence a negotiation process.

## Assessment tasks

- Individual Interview
- Individual Simulation/Exercise
- Reflective Assignment

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- This unit is taught through lectures, activities, and workshop discussions.
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- The focus of this unit is on students developing enhancing their practical skills of influencing and persuasion and to further improve their effectiveness as leaders.

## Changes from Previous Offering

This was a new unit in 2017 - no changes made in 2018.

## Global Context and Sustainability

The topic areas of Global Context and Sustainability are underpinned in this unit by both the lecture content and the readings assigned and uploaded on iLearn.

Students are expected, within their assessment tasks, to acknowledge these concepts (if applicable) and apply them accordingly.

## Research and Practice

This unit draws on research from a variety of sources. Students are encouraged to conduct their own independent research on topics relevant to the course. Lectures and tutorials will include regular discussions about current practice as well as theoretical application.

Students can utilise a range of books, journals and websites in conducting their own research. Examples of these are:

### Books

- Allen, D., 2015, *Getting Things Done, The Art of Stress-Free Productivity*,, Penguin Group Australia
- Babiak, P. & Hare, R. D., 2006, *Snakes in Suits – When Psychopaths go to Work*, Harper Collins, US
- Bork, J., 2013, *Persuasion, The art of influencing people*, Pearson, UK
- Brent & Fiona, 2012, *The Leader's Guide to Influence: How to use soft skills to get hard results*, Pearson, United Kingdom

- Carnegie, D., 1936, *How to Win Friends and Influence People*, Simon & Schuster
- Cialdini, R., 2009, *Influence: The Psychology of Persuasion*, HarperCollins Publishers Inc, United States
- Drucker, P. F., 2006, *The Effective Executive, The Definitive Guide to Getting the Right Things Done*, Harper Collins, US
- Duarte, N., 2015, *slide:ology: The Art and Science of Presentation Design*, O'Reilly Media Inc. Sebastopol, US
- Fleming, K., 2016, *The Leader's Guide to Emotional Agility: How to Use Soft Skills to Get Hard Results*, Pearson, UK
- Jones, C. T., 2007, *The Wit & Wisdom of General George S. Patton*, Laws of Leadership Series, Volume VI, Executive Books
- Kahneman, D., 2011, *Thinking Fast and Slow*, Farrar, Straus & Giroux Inc, US
- Reynolds, G., 2013, *Presentation Zen Design*, 2<sup>nd</sup> Ed., Pearson Education, US
- Reynolds, G., 2011, *The Naked Presenter: Delivering Powerful Presentations with or without Slides*

### **Academic Journals and Periodicals**

- Academy of Management Review
- Journal of Conflict Resolution
- Journal of Leadership Studies
- Leadership
- Leadership and Organization Development Journal
- McKinsey Quarterly
- Negotiation Journal
- The Journal of Leadership Studies
- The Journal of Values Based Leadership
- The Leadership Quarterly

### **Websites**

[www.theconversation.com](http://www.theconversation.com) (NFP site with content from academic and research community)

[www.booktopia.com.au](http://www.booktopia.com.au) (Australian online bookseller)

[www.booko.com.au](http://www.booko.com.au) (lists bookstores for a given text from cheapest to most expensive)

<http://libguides.mq.edu.au/management> (library guide to management databases, journals and links)

<http://ilearn.mq.edu.au/mod/page/view.php?id=4008540> (includes slides on reflective writing)

<http://ilearn.mq.edu.au/course/view.php?id=16580> (Studywise resources)

[Google Scholar \(academic article search tool – login with MQ OneID\)](#)

This unit will give the student extensive practice in applying theoretical knowledge to real world examples.