MGSM880

Foundations of Management Thought

Term 2 North Ryde 2018

MGSM Degree Programs

Contents

Disclaimer

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General Information

Unit convenor and teaching staff
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Professor
Robert Spillane
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Weekly class – Thursday 6pm – 10pm (Starts: 5th April 2018)

Credit points
4

Prerequisites
Admission to MBA or MMgmt or GradDipMgt or MSocEntre

Corequisites

Co-badged status

Unit description
This unit surveys the evolution of Western thought from major philosophical perspectives (from Homer to Sartre) and their relevance for management. What is important about a philosophical perspective is not what it explains, but what it assumes. Three assumptions ground the unit: a) managing is essentially a philosophical activity because human existence is interpreted through diverse perspectives; b) management training needs to be combined with management education. To train is to drill and subordinate individuals to routines, standards and practices. To educate is to liberate a person's intellectual, moral and aesthetic powers. c) managers and leaders need to have the critical skills to debate, reflect, and engage in dialogue across different functional disciplines, stakeholders and cultures in organisational contexts.

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:

By the end of the unit, students should be able to:

....

(a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

....

(b) apply various forms of critical reflection to management decision making;

....

(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

....

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

General Assessment Information

The assessment system has been designed to help students learn and apply the concepts introduced during the course.

The purpose of the system is to assess:

- Understanding and application of unit material;
- Ability to develop and support an argument on subjects contained within the unit material, within a given word limit;
- Ability to present information and ideas, and support any arguments made; and
- Ability to apply the principles of academic scholarship.

Marking criteria for assessments will be made available in class/iLearn

Assessment Tasks

Name	Weighting	Hurdle	Due
Class Quiz	20%	No	17th May 2018
Group Essay	30%	No	10th June 2018
Final Examination	50%	No	Exam Week: 11 - 16 June 2018

Class Quiz

Due: **17th May 2018**
Weighting: **20%**

In class quiz from 6:05 - 6:20pm

On successful completion you will be able to:

- By the end of the unit, students should be able to:

  ....

  (a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

  ....

  (b) apply various forms of critical reflection to management decision making;

  ....

  (c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

  ....

  (d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Group Essay

Due: **10th June 2018**
Weighting: **30%**

Length: Maximum number of words is 3000.

Due: Submission in iLearn on or before 11:59pm (Sydney Time) of Sunday, 10th June 2018

"What entitles you to believe that your practices for managing or being managed are in fact acts of managing rather than say acts of manipulation or exploitation?" In order to answer this question you will need to use at least two definitions: one of management and one of either manipulation or exploitation. You will then need to demonstrate and justify how the concepts relate to your experience.

No extensions will be granted without a medical certificate.

Late essays will be penalised up to 10% per day unless student has applied for special consideration, and that application is considered acceptable. Applications for extensions must be made before the submission date, and will only be granted in exceptional circumstances. Since most of us suffer from constant pressure of work, it would not be considered an 'exceptional circumstance'

On successful completion you will be able to:

- By the end of the unit, students should be able to:

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  (a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

....

(b) apply various forms of critical reflection to management decision making;

....

(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

....

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Final Examination

Due: **Exam Week: 11 - 16 June 2018**
Weighting: **50%**

Duration: 3 hours plus 10 minutes reading time Format: Closed book exam Date: Exam Week: 11 - 16 June 2018

The MGSM Examination period in Term 2 2018 is from 11 - 16 June 2018

On successful completion you will be able to:

- By the end of the unit, students should be able to:

....

(a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

....

(b) apply various forms of critical reflection to management decision making;

....

(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

....

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Delivery and Resources

REQUIRED TEXT

Robert Spillane, *An Eye for an I: Philosophies of Personal Power,* Sydney: GOKO Publishing, 2015, ISBN: 9781613397626

HIGHLY RECOMMENDED

Robert Spillane, *Entertaining Executives*, Sydney: GOKO Publishing, 2015.ISBN:

9781613397374

Jean-Etienne Joullie and Robert Spillane, *The Philosophical Foundations of Management Thought,* Maryland: Lexington Books, 2015, ISBN: 9780739186022

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop webpage at http://www.coop.com.au

Additional Readings

There are also many books which provide accounts of the lives and thoughts of the great philosophers. Some readable examples follow.

D. Collinson, *Fifty Major Philosophers*, Routledge, 1988

D.E. Cooper, *World Philosophies: An Historical Introduction*, Blackwell, 1996

F. Copleston, *A History of Philosophy,* Doubleday, 1994 (9 volumes)

D. Hamlyn, *The Penguin History of Western Philosophy,* Penguin, 1987

T. Honderich (ed.), *Philosophy through its Past,* Penguin, 1984

Bryan Magee, *The Great Philosophers*, Oxford, 1989

D. O'Connor, *A Critical History of Western Philosophy,* Macmillan, 1985

A. O'Hear, *What Philosophy Is*, Penguin, 1985

R. Scruton, *Modern Philosophy*, Mandarin, 1996

J. Shand, *Philosophy and Philosophers: An Introduction to Western Philosophy*, McGill, 1993

Robert Solomon, *Continental Philosophy since 1750: The Rise and Fall of the Self*, Oxford, 1990

R. Solomon & K. Higgins, *A Short History of Philosophy*, Oxford, 1996

T. Sprigge, *Theories of Existence,* Penguin, 1987

L. Stevenson, *Seven Theories of Human Nature,* Oxford, 1987

R. Trigg, *Ideas of Human Nature,* Blackwell, 1992

MGSM iLearn

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MGSM

Unit Schedule

Important Information

1) It is compulsory that students attend the first two sessions of this unit.

2) Students may not record sessions without the permission of the lecturer.

Unit Requirements

Students are required to:

a) Prepare for and participate in seminars;

b) Complete a class quiz at Session 7 (20% of unit mark);

c) Complete a group essay at the end of Week 10 (30% of unit mark);

d) Complete a closed-book examination (50% of unit mark).

Classes

"The real object of lecturing is not to communicate information but to try to plant germinal ideas in the mind and to arouse curiosity, not to satisfy it. A lecture ought not to be a handing over of coined thoughts to be stored away in mental strong boxes … What one tries to do in a lecture is to make a subject appear charming and interesting; to tempt one's hearers to look into themselves; to sweep away the dreary tissue of unnecessary and useless knowledge in which many books involve a person and to present ideas in attractive form."   (A.C. Benson)

This unit will be presented in a Weekly format. Dates of teaching are:

Session	Date	Topics	Readings
1	5 April (Robert Spillane)	**Ancient Heroism:** **Management by Performance** Key Figure: **HOMER (c.800 B.C.)**	**Spillane, R.** *An Eye for an I,* Sydney: GOKO Publishing, 2015, **(EI)** Ch. 1
2	12 April (Steven Segal)	**Greek Rationalism:** **Management by Dialogue** Key Figure: **PLATO (c. 427 – 347 B.C.)**	**EI: Ch.2** **Stevenson, Leslie.** "Chapter 3"- Plato: The Rule of the Wise" in *Seven Theories of Human Nature,* Oxford University Press: New York, pp 27-39. "Socrates; A Friend" from A Platonic Dialogue: Hipparchus or the Profiteer. (ed.**R.Spillane**)
3	19 April (Steven Segal)	**Machiavellianism:** **Management By and For Power** Key Figure: **MACHIAVELLI (1469 – 1527)**	**EI: Ch. 5** **Berlin, I.** "Machiavelli*" in Against the Current,* Oxford: Clarendon Press, 1989, pp 25-79.
4	26 April (Robert Spillane)	**Cynics and Stoics:** **Managing Emotions** Key Figure: **DIOGENES (C.400 – 325 BC)** **EPICTETUS (50 – 138)**	**EI: Chs. 3-4** **Spillane, R.** *Developing Managerial Talent through Rational-Emotive Training*

5	3 May (Steven Segal)	**Cartesian Dualism:** **Managing the Mind** Key Figure: **RENE DESCARTES (1596 – 1650)**	**EI: Ch. 6** **Priest, S.** "Descartes" in *Theories of the mind*, Penguin, 1991
6	10 May (Robert Spillane)	**British Empiricism:** **Management & Science** Key Figure: **DAVID HUME (1711 – 1776)**	**EI: Ch. 7**
7	17 May (Robert Spillane)	**Heroic Individualism: Managers as Aristocrats** Key Figure: **FRIEDRICH NIETZSCHE (1844 – 1900)**	**EI: Chs. 8-9** **Heller, E.** "Nietzsche" in *The Importance of Nietzsche,* University of Chicago Press, 1988, Ch1.
8	24 May (Steven Segal)	**Dialectical Materialism: Management of Organisational Culture** Key Figure: **KARL MARX (1818 – 1883)**	**Trigg, R.** "Marx" in *Ideas of Human Nature,* Oxford: Blackwell, 1988, Ch.7.
9	31 May (Steven Segal)	**Existentialism: Freedom & Responsibility in Management** Key Figures: **JEAN – PAUL SARTRE (1905 - 1980)** **MARTIN HEIDEGGER (1889-1976)**	**EI: Ch.10** **Sartre, J-P.** *"*Existentialism and Humanism" **Flores, Fernando.** "Chapter 14-"Heidegggerian Thinking and the Transformation of Business Practices" in *Heidegger, Coping and Cognitive Science:* Vol 2, The MIT Press, Cambridge Massachusetts
10	7 June (Robert Spillane)	**From Positivism to Postmodernism: Managing Hard and Soft Skills**	**Joullié, J-E.** "The Philosophical Foundations of Management Thought"
11 - 16 June 2018		**EXAM WEEK**	

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 outcome

- By the end of the unit, students should be able to:
  ....

  (a) apply philosophical perspectives to the task of leading, motivating and

  communicating effectively across diverse teams in an organisation;
  ....

  (b) apply various forms of critical reflection to management decision making;
  ....

  (c) use different philosophical perspectives to respond appropriately to a wide range of

  different cultures and perspectives;
  ....

  (d) evaluate their own attitudes to ethical, social and environmental factors which affect

  an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

- Class Quiz
- Group Essay
- Final Examination

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcome

- By the end of the unit, students should be able to:

  ....

  (a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

  ....

  (b) apply various forms of critical reflection to management decision making;

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  (c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

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  (d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

- Class Quiz
- Group Essay
- Final Examination

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 outcome

- By the end of the unit, students should be able to:

………………………………………………………………………………………………………12……………

(a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

……

(b) apply various forms of critical reflection to management decision making;

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(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

……

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

- Class Quiz
- Group Essay
- Final Examination

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcome

- By the end of the unit, students should be able to:

……

(a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

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(b) apply various forms of critical reflection to management decision making;

……

(c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

……

(d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

- Group Essay
- Final Examination

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcome

- By the end of the unit, students should be able to:

  ....

  (a) apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;

  ....

  (b) apply various forms of critical reflection to management decision making;

  ....

  (c) use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

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  (d) evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

- Class Quiz
- Group Essay
- Final Examination

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 outcome

- By the end of the unit, students should be able to:

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  (a) apply philosophical perspectives to the task of leading, motivating and
  communicating effectively across diverse teams in an organisation;

  ....

  (b) apply various forms of critical reflection to management decision making;

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  (c) use different philosophical perspectives to respond appropriately to a wide range of
  different cultures and perspectives;

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  (d) evaluate their own attitudes to ethical, social and environmental factors which affect
  an organisation, through a comparative analysis of Western ethical systems.

Assessment tasks

- Class Quiz
- Group Essay
- Final Examination

Changes from Previous Offering

No changes from previous offering

Alignment of this unit with MGSM's mission-driven attributes

Leadership: The unit explores philosophical approaches to leadership.

Global mindset: The unit emphasises cross-cultural differences in management practices and values.

Citizenship: The unit allows learners to evaluate their attitude to citizenship through a comparative analysis of Western ethical systems.

Creating sustainable value: The unit assists the understanding of the philosophical status of Western values.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member. Special

consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook

Content Disclaimer

The content of this unit is provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.

Changes since First Published

Date	Description
15/03/2018	Changes made to Topic 10, including the topic name and reading.