MGSM871
Managerial Psychology
Term 4 Hong Kong 2018

MGSM Degree Programs

Contents

General Information 2
Learning Outcomes 2
General Assessment Information 3
Assessment Tasks 3
Delivery and Resources 6
Unit Schedule 6
Policies and Procedures 9
Graduate Capabilities 10
Changes from Previous Offering 13
Alignment of this unit with MGSM's mission-driven attributes 13
Attendance Policy (MGSM) 13
Content Disclaimer 14

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General Information

Unit convenor and teaching staff
Lecturer
Steven Segal
steven.segal@mgsm.edu.au
by appointment

Credit points
4

Prerequisites
Admission to MBA or MMgmt or PGCertMBAExt or GradCertMgtPostMBA or GradDipMgt

Corequisites

Co-badged status

Unit description
This unit aims to promote an understanding of diverse psychological perspectives and research findings on the practice of management. Human behaviour in the Australian workplace is analysed by comparing and contrasting four psychological perspectives: psychoanalysis, behaviourism, dispositionalism and existentialism. Topics include personality, motivation, occupational stress, mental health and counselling. Of special relevance is an analysis of individual differences which includes a critical evaluation of the role and use of psychological tests in management.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at https://students.mq.edu.au/important-dates

Learning Outcomes

1. Critically reflect on the psychology of management from contrasting perspectives in order to better lead, motivate and communicate effectively across diverse teams.
2. Critically analyse the cross-cultural differences in managerial psychology, and the diverse cultural mindsets that underpin them, while recognising their own cultural bias.
3. Critically reflect on the ethical implications of the practice of psychology and what that means for its practice in the workplace.
4. Critically evaluate the role and use of psychological tests in management and whether they create any sustainable value to an organisation.
5. Understanding mental health at work

**General Assessment Information**

Students will be required to:

1. prepare for and participate in seminars;
2. conduct a syndicate presentation at the end of the first block weekend (20% of course mark);
3. write a second syndicate presentation due at the end of the second block weekend (20% of the course mark);
4. complete two individual essay questions (60% of total mark).

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Presentation 1</td>
<td>20%</td>
<td>No</td>
<td>Starting session 5</td>
</tr>
<tr>
<td>Group Presentation 2</td>
<td>20%</td>
<td>No</td>
<td>Starting session 10</td>
</tr>
<tr>
<td>Individual Essay Questions</td>
<td>60%</td>
<td>No</td>
<td>3pm (Syd Time) of 12 Nov 2018</td>
</tr>
</tbody>
</table>

**Group Presentation 1**

**Due:** Starting session 5  
**Weighting:** 20%

**Duration:** 20 minutes + 10 minutes for questions

**Format:** Role plays, discussion, commentaries underpinned by theories

**Description**

Each group will be allocated a case study on a mental health issue with reference to work. The aim of the assignment is to present the features of the mental health issue, its implications for work and suggestions as to ways of managing the mental health issue at work. Draw on an organisational experience to exemplify the mental health issue.

**Assessment of presentation**

Overall assessment of presentations will be based on a group mark component (50%) and an individual mark component (50%).

The group mark component is a mark awarded to the group and is based on an evaluation of the content and delivery of the presentation. Information about the process and criteria for evaluation of presentations will be provided by the lecturer in the first class.

The individual mark component of the presentation assignment will be based on group member’s
rating of the contribution of other members of the group (in an anonymous survey). If others in your group rate you as having made a satisfactory contribution (relatively equal contribution) this will equate to you receiving the group mark. A rating of having made less than a satisfactory contribution may result in individual deductions up to 50% of the obtained group’s mark. It will also be possible to judge a group member as having made an exceptional contribution and this will lead to consideration of additional marks to the final subject’s mark. All group member assessments of individual contribution will be reviewed and considered by the lecturer in determining the final presentation assessment.

No extensions will be granted.

This Assessment Task relates to the following Learning Outcomes:

- Critically reflect on the psychology of management from contrasting perspectives in order to better lead, motivate and communicate effectively across diverse teams.
- Critically analyse the cross-cultural differences in managerial psychology, and the diverse cultural mindsets that underpin them, while recognising their own cultural bias.
- Understanding mental health at work

Group Presentation 2

Due: Starting session 10
Weighting: 20%

Duration: 20 minutes + 10 minutes for questions

Format: Role plays, discussion, commentaries underpinned by theories

Each group will be allocated a psychological framework. The aim of the assignment is to present the features of the framework, its implications for work and suggestions that it provides for working with toxic dimensions of work. Draw on an organisational experience to exemplify the framework.

Assessment of presentation

Overall assessment of presentations will be based on a group mark component (50%) and an individual mark component (50%).

The group mark component is a mark awarded to the group and is based on an evaluation of the content and delivery of the presentation. Information about the process and criteria for evaluation of presentations will be provided by the lecturer in the first class.

The individual mark component of the presentation assignment will be based on group member’s rating of the contribution of other members of the group (in an anonymous survey). If others in your group rate you as having made a satisfactory contribution (relatively equal contribution) this will equate to you receiving the group mark. A rating of having made less than a satisfactory contribution may result in individual deductions up to 50% of the obtained group’s mark. It will also be possible to judge a group member as having made an exceptional contribution and this will lead to consideration of additional marks to the final subject’s mark. All group member
assessments of individual contribution will be reviewed and considered by the lecturer in determining the final presentation assessment.

No extensions will be granted.

This Assessment Task relates to the following Learning Outcomes:

- Critically reflect on the psychology of management from contrasting perspectives in order to better lead, motivate and communicate effectively across diverse teams.
- Critically analyse the cross-cultural differences in managerial psychology, and the diverse cultural mindsets that underpin them, while recognising their own cultural bias.
- Critically reflect on the ethical implications of the practice of psychology and what that means for its practice in the workplace.

Individual Essay Questions

Due: 3pm (Syd Time) of 12 Nov 2018
Weighting: 60%

Length: 2500 words per essay question

Students will need to answer two (2) essay questions out of a list of topic questions that will be discussed and handed out in class.

Submission details

Students are to submit 1 x soft-copy of their individual essay answers in the class iLearn page on or before the due date listed above. The soft-copy submission will be submitted to Turnitin via the MGSM iLearn portal, a program used to ensure the originality of the work undertaken by the submitter. Please note that the due date is presented in Sydney Time. The onus will be on the student to understand the time difference in which ever location they are in and submit their assessment within the specified due time and date.

Students are to do the following when submitting this assessment:

- Submit only 1 x Microsoft word document (.docx or .doc format) containing answer to the two essay questions
- Ensure your full name, student number, unit code (MGSM871), unit name (Managerial Psychology), and lecturer (Dr Steven Segal) is clearly visible on the front page of your assignment.
- Ensure your submitted file name is in the following format: 871-IEQ-Lastname_Firstname.docx

Extensions and penalties:

No extensions will be granted. 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 and approved.

This Assessment Task relates to the following Learning Outcomes:

• Critically reflect on the ethical implications of the practice of psychology and what that means for its practice in the workplace.
• Critically evaluate the role and use of psychological tests in management and whether they create any sustainable value to an organisation.

Delivery and Resources

Required text
There is no required text for this unit.

Recommended text

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

Technology
Access to a personal computer is required to access resources and learning material from iLearn.

Unit Schedule
Students are required to attend all classes.
The unit will be presented over 2 BLOCK weekends as follows:

Date of class:

• **BLOCK weekend 1**: 12 - 14 October 2018
• **BLOCK weekend 2**: 19 - 21 October 2018
<table>
<thead>
<tr>
<th>Session schedule</th>
<th>Session topics and allocated readings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><strong>Mental Health and Toxicity at Work</strong></td>
</tr>
<tr>
<td>6pm to 10pm of</td>
<td>Essential readings: (Provided in unit folder and iLearn)</td>
</tr>
<tr>
<td></td>
<td>Recommended readings: (Provided only on iLearn)</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td><strong>Psychoanalytic Dynamics at Work</strong></td>
</tr>
<tr>
<td>2pm to 6pm of</td>
<td>Essential readings: (Provided in unit folder and iLearn)</td>
</tr>
<tr>
<td></td>
<td>Recommended readings: (Provided only on iLearn)</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td><strong>Cognitive Behavioural Approaches to Psychology at Work</strong></td>
</tr>
<tr>
<td>6pm to 10pm of</td>
<td>Essential readings: (Provided in unit folder and iLearn)</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td><strong>Dialectical Therapy at Work</strong></td>
</tr>
<tr>
<td>9am to 1pm of</td>
<td>Essential readings: (Provided in unit folder and iLearn)</td>
</tr>
<tr>
<td>Session schedule</td>
<td>Session topics and allocated readings</td>
</tr>
<tr>
<td>------------------</td>
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</tr>
<tr>
<td>5 1pm to 5pm of Sunday, 14 October 2018</td>
<td>Acceptance Commitment Therapy&lt;br&gt;Essential readings: (Provided in unit folder and iLearn)&lt;br&gt;• Harris R. (2009) <em>ACT made simple</em>, Exisle Publishing&lt;br&gt;• Harris R (2006) “Embracing Your Demons: An Overview of Acceptance and Commitment Therapy” in <em>Psychotherapy in Australia</em>, 12</td>
</tr>
</tbody>
</table>
### Session schedule

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Time</th>
<th>Topic</th>
<th>Essential readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Sunday, 21 October 2018</td>
<td>9am to 1pm</td>
<td>Existential Psychology for the Workplace</td>
<td>Essential readings: (Provided in unit folder and iLearn)</td>
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<tr>
<td>10</td>
<td>Sunday, 21 October 2018</td>
<td>1pm to 5pm</td>
<td>Syndicate Presentations</td>
<td>Essential readings: (Provided in unit folder and iLearn)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No allocated readings</td>
</tr>
</tbody>
</table>

### 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](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](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](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](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 Enquiry Service

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

Equity 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.

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 - 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 outcomes

• Critically reflect on the psychology of management from contrasting perspectives in order to better lead, motivate and communicate effectively across diverse teams.
• Critically evaluate the role and use of psychological tests in management and whether they create any sustainable value to an organisation.
• Understanding mental health at work

Assessment tasks

• Group Presentation 1
• Individual Essay Questions

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

• Critically analyse the cross-cultural differences in managerial psychology, and the diverse cultural mindsets that underpin them, while recognising their own cultural bias.
• Critically evaluate the role and use of psychological tests in management and whether they create any sustainable value to an organisation.

Assessment tasks

• Group Presentation 1
• Group Presentation 2
• Individual Essay Questions

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

• Critically analyse the cross-cultural differences in managerial psychology, and the
diverse cultural mindsets that underpin them, while recognising their own cultural bias.

**Assessment tasks**

- Group Presentation 1
- Group Presentation 2
- Individual Essay Questions

**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 outcomes**

- Critically reflect on the psychology of management from contrasting perspectives in order to better lead, motivate and communicate effectively across diverse teams.
- Critically analyse the cross-cultural differences in managerial psychology, and the diverse cultural mindsets that underpin them, while recognising their own cultural bias.

**Assessment task**

- Group Presentation 2

**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**

- Critically reflect on the psychology of management from contrasting perspectives in order to better lead, motivate and communicate effectively across diverse teams.
- Critically reflect on the ethical implications of the practice of psychology and what that means for its practice in the workplace.
- Critically evaluate the role and use of psychological tests in management and whether they create any sustainable value to an organisation.

**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

- Critically reflect on the psychology of management from contrasting perspectives in order to better lead, motivate and communicate effectively across diverse teams.
- Critically reflect on the ethical implications of the practice of psychology and what that means for its practice in the workplace.
- Understanding mental health at work

Assessment task

- Individual Essay Questions

Changes from Previous Offering

Assessment tasks: None
Deliver and resources: None
Unit schedule: None

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

- Leadership: The psychology of management and leadership are discussed.
- Global mindset: Cross-cultural differences in managerial psychology are discussed.
- Citizenship: The ethical implications of the practice of psychology are discussed.
- Creating sustainable value: Values are analysed from various psychological perspectives.

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
Content Disclaimer

These unit materials and the content of this unit are 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.