



# MGSM880

## Foundations of Management Thought

MGSM Term 1 City 2018

*MGSM Degree Programs*

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#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff

Lecturer - Thursday evening CBD class

Steven Segal

[steven.segal@mgsm.edu.au](mailto:steven.segal@mgsm.edu.au)

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:

- apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;

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

## Assessment Tasks

Name	Weighting	Hurdle	Due
Other assessments	40%	No	Please see below
Final examination	60%	No	MGSM Term 1 exam week

### Other assessments

Due: **Please see below**

Weighting: **40%**

This assessment component will consist of the following:

#### Other assessment 1: Individual class quiz

**Duration:** 15 minutes

**Due:** From 6:20pm to 6:35pm of session 5 of class

This is a short individual class quiz assessment that will be based on content taught in sessions 1-4.

#### Other assessment 2: Group assignment

**Length:** Maximum of 3000 words

**Due:** Submission in iLearn on or before 5:00pm (Sydney Time) of Friday, 16 March 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 draw on the works of at least two philosophers to critique the concepts and demonstrate and justify how the concepts relate to your experience.

As part of the Macquarie University group assessment policy, individual performance within a group assessment must also be assessed. Each member of their group must clearly identify which element of the group assignment is their individual contribution by putting their names in brackets next to section heading of their parts. Assessment of individual performance within this group assessment will be based on the identified individual contributions, and will constitute half of the total assessment weighting for this assessment (subject to the final decision of the lecturer).

The marking criteria for the group presentation assessment will be made available in class.

On successful completion you will be able to:

- apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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: **MGSM Term 1 exam week**

Weighting: **60%**

**Duration:** 3 hours plus 10 minutes reading time

**Format:** Closed book final examination

**Date:** MGSM Term 1 exam week: 19-24 March 2018

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available on 30 January 2018

at <https://students.mgsm.edu.au/sydney-students/units/exams/>

The final examination will be **closed book** and concern all the material from the entire unit. The specific format of the exam will be explained in the last class of the term.

On successful completion you will be able to:

- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- 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

### Where to purchase textbook?

**The Coop Bookshop:** The Coop Bookshop is our main retailer for textbooks and other related academic material. For information on textbook prices and online ordering, please refer to The Co-Op Bookshop webpage at <http://www.coop.com.au>

**Disclaimer:** MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regard to their physical holding stock levels. To prevent disappointment if a textbook is out-of-stock, we highly advise students to order their textbooks as early as possible, or if the required textbook is currently out-of-stock, place an order with the book retailer as soon as possible so that these book retailers can monitor demand and supply, and adjust their stock orders accordingly.

## Recommended optional texts

Below is a list of optional related texts that students can look into if they wish to explore the subject matter further.

- Collinson, D. (1988). Fifty major philosophers. Routledge.
- Cooper, D.E. (1996). World philosophies: An historical introduction. Blackwell.
- Copleston, F. (1994). A history of philosophy. Doubleday (9 volumes)
- Hamlyn, D. (1987). The penguin history of western philosophy. Penguin.
- Honderich, T. (1984). Philosophy through its past. Penguin.
- Joullie, J-E. and Spillane, R. (2015). The philosophical foundations of management thought. Lexington books.
- Magee, B. (1989). The great philosophers. Oxford.
- O'Connor, D. (1985). A critical history of western philosophy. Macmillan
- O'Hear, A. (1985). What philosophy is. Penguin
- Scruton, R. (1996). Modern philosophy. Mandarin
- Segal, S. (2015). Management practice and creative destruction. Gower publishing.
- Shand, J. (1993). Philosophy and philosophers: An introduction to western philosophy. McGill.
- Solomon, R. (1990). Continental philosophy since 1750: The rise and fall of the self. Oxford.
- Solomon, R. & Higgins, K. (1996). A short history of philosophy. Oxford.
- Spillane, R. (2015). Entertaining executives (A play). GOKO publishing.
- Sprigge, T. (1987). Theories of existence. Penguin.
- Stevenson, L. (1987). Seven theories of human nature. Oxford.
- Trigg, R. (1992). Ideas of human nature. Blackwell.

## MGSM iLearn

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

## Technology

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

## Unit Schedule

This class is scheduled every Thursday evening from 6pm to 10pm, starting 11 January 2018 and finishing on the 15 March 2018. The classes are held at the Macquarie University City Campus (MUCC), located at Level 24, 123 Pitt Street, Sydney (please call the MUCC reception desk on (02) 9234 1700 for any problems entering the premises).

Students are required to attend all classes for the class they are enrolled in.

Please note that the program is listed in order of the topics to be covered, and not lecture time-slots. Consequently, some topics may run over the class period, whereas others will be shorter than the class period.

This unit will be presented over 10 topics as follows:

Topics order	Topics and allocated readings
1	<p>Greek rationalism: Management through rational dialogue (theory)</p> <p>Key figure: PLATO (c. 428 – 348 B.C.)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"><li>• Stevenson, Leslie. Chapter 3 - Plato: The rule of the wise. Seven theories of human nature. Oxford University Press, New York Oxford pp 27-39</li><li>• Spillane, R. Socrates; A friend. A platonic dialogue: Hipparchus or the profiteer</li></ul>
2	<p>Machiavellianism and practical reasoning (practice)</p> <p>Key figure: MACHIAVELLI (1469 – 1527)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"><li>• Spillane, R. Machiavellianism.</li><li>• Berlin, I. (1989). Machiavelli. Against the Current. Oxford-Clarendon Press, pp 25-79</li></ul>
3	<p>Cartesian dualism: Management through rational analysis (theory)</p> <p>Key figure: Descartes (1596 – 1650)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"><li>• Priest, S. (1991). Descartes. Theories of the Mind. Penguin</li></ul>

Topics order	Topics and allocated readings
4	<p>British empiricism and management through scientific rationality (theory)</p> <p>Key figure: Hume (1711 – 1776) and logical positivism</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> <li>• Kolakowski, L. (1972). Hume. Positivist philosophy. Penguin</li> <li>• Hume's fork</li> </ul>
5	<p>Heroic individualism: Managing without foundations (practice)</p> <p>Key figure: NIETZSCHE (1844 – 1900)</p> <p><b>Individual class quiz</b></p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> <li>• Chapter 13 – Nietzsche. pp 361-377</li> </ul>
6	<p>Romanticism and practical reasoning in management (practice)</p> <p>Key figure: No key figure</p> <p><b>Individual essay: 11:59pm (Sydney time) of Thursday, 15 February 2018</b></p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> <li>• Tarnas, R. (1991). Romanticism and its fate – The two cultures. The Passion of the western mind. Pimlico.</li> </ul>
7	<p>Marxism and practical reasoning (practice)</p> <p>Key figure: MARX (1818 – 1883)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> <li>• Trigg, R. (1988). Marx. Ideas of human nature. Oxford: Blackwell Ch.7, pp 1-11</li> </ul>
8	<p>Psychoanalysis: A practice therapeutic approach to management (practice)</p> <p>Key figure: FREUD (1856 – 1939)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> <li>• Israelstam, K. (2009). The doubting analyst's facilitation of a creative analytic Space. Australasian Journal of Psychotherapy. Vol 28 No. 1 &amp; 2</li> </ul>
9	<p>French existentialism: Managing through action (practice)</p> <p>Key figure: SARTRE (1905 – 1980)</p> <p>Allocated supplementary readings for this topic:</p> <ul style="list-style-type: none"> <li>• Rice, J.H. (1960). Existentialism. Harvard Business Review. Vol.38 No.2, pp 138-143, March-April</li> <li>• Ogilvy, James. (2003). What strategist can learn from Sartre. Strategy + Business. Winter 2003. pp 446-454</li> </ul>

Topics order	Topics and allocated readings
10	Revision Key figure: No key figure Allocated supplementary readings for this topic: <ul style="list-style-type: none"> <li>No allocated readings</li> </ul>
	<b>Final exam week: 19 - 24 March 2018</b>

## 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>

## 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](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

### 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

- apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- apply various forms of critical reflection to management decision-making;

- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

## **Assessment tasks**

- Other assessments
- 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 outcomes**

- apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

## **Assessment tasks**

- Other assessments
- 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 outcomes**

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

- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

## **Assessment tasks**

- Other assessments
- 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 outcomes**

- apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

## **Assessment tasks**

- Other assessments
- 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 outcomes**

- apply philosophical perspectives to the task of leading, motivating and communicating

effectively across diverse teams in an organisation;

- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

## **Assessment tasks**

- Other assessments
- 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 outcomes**

- apply philosophical perspectives to the task of leading, motivating and communicating effectively across diverse teams in an organisation;
- apply various forms of critical reflection to management decision-making;
- use different philosophical perspectives to respond appropriately to a wide range of different cultures and perspectives;
- evaluate their own attitudes to ethical, social and environmental factors which affect an organisation, through a comparative analysis of Western ethical systems.

## **Assessment tasks**

- Other assessments
- Final examination

## **Changes from Previous Offering**

**Assessment tasks:** The group assessment has been changed from a group presentation to a group assignment due to the larger class size possibly affecting teaching structure.

## **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

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.

## Changes since First Published

Date	Description
26/01/2018	Incorrect information found for final exam. The statement "You can use books, notes and a non-programmable calculator. Notebook computers, iPads, tablets, PDAs and similar are not allowed." has been removed as the final exam is closed book and students will not be able to use such items in the final exam.
05/01/2018	Assessment tasks: The group assessment has been changed from a group presentation to a group assignment due to the larger class size possibly affecting teaching structure.