



# MGMT732

## Leadership and Management

S2 Evening 2019

*Department of Management*

### Contents

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<a href="#"><u>General Information</u></a>	2
<a href="#"><u>Learning Outcomes</u></a>	2
<a href="#"><u>Assessment Tasks</u></a>	3
<a href="#"><u>Delivery and Resources</u></a>	5
<a href="#"><u>Unit Schedule</u></a>	5
<a href="#"><u>Policies and Procedures</u></a>	6
<a href="#"><u>Graduate Capabilities</u></a>	7
<a href="#"><u>Changes from Previous Offering</u></a>	9
<a href="#"><u>Research and Practice, Global Contexts and Sustainability</u></a>	9

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## General Information

Unit convenor and teaching staff

Lecturer, Unit Convener

Ian Dunbar

[ian.dunbar@mq.edu.au](mailto:ian.dunbar@mq.edu.au)

Contact via Email

Please view consultation hours via iLearn - <https://ilearn.mq.edu.au/login>

Credit points

4

Prerequisites

Admission to MRes

Corequisites

Co-badged status

Co-taught with BUS832

Unit description

The purpose of this unit is to enable students to acquire research-based leadership skills and knowledge relevant to the process of organisational leadership. The unit encourages students to explore effective leadership theories and frameworks, and to develop skills in analysis and investigation that are necessary and that are required to undertake more advanced research. A solid understanding of concepts of work and organisation is a requirement for any advanced study of leadership theories. This unit provides students with essential learning experiences that develop the concepts and skills necessary for advanced research in leadership and management.

## 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:

Critically analyse management and leadership theories in their application and practice.

Judge and select diverse strategies to appraise future management and leadership challenges.

Synthesise and appraise contemporary literature comparing and contrasting different

theories, frameworks and perspectives.

Generate effective oral and written communication strategies, comprising complex ideas, for a wide range of stakeholders

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Comparative Review</a>	30%	No	Week 7
<a href="#">Presentation</a>	30%	No	Weeks 8 - 11
<a href="#">Literature review</a>	40%	No	Week 13

### Comparative Review

Due: **Week 7**

Weighting: **30%**

**Comparative Review Assessment Summary Task Description** A comparative analysis asks you to compare and contrast two texts that discuss the same topic but have crucial differences or appear to have crucial differences yet turn out to have surprising commonalities. Two academic journal articles will be provided for students. You will have to write a 1,500 word essay comparing these articles: their differences, their similarities, their strengths and weaknesses, the validity of their arguments. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Essay. Please refer to the [iLearn](#) Unit page **Length** 1,500 Words **Inherent Task Requirements** None **Late Submission**

Late assignments must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** of the total available marks made for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a **20%** deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Critically analyse management and leadership theories in their application and practice.

### Presentation

Due: **Weeks 8 - 11**

Weighting: **30%**

**Presentation Assessment Summary Task Description** In groups of 3-4 (depending on cohort size) students will be asked to conduct a 30 min presentation on the topic of the relevant week. Groups will be allocated in Week 3 of the semester. Students will be assessed individually on

this task. **Type of Collaboration** Individual **Submission** Students are required to upload the final presentation slides AS WELL AS their own individual notes BEFORE the presentation begins. Please Submit both via Turnitin Link on [iLearn](#). **Format** Students are expected to use PowerPoint or Prezi for their presentations. The notes are to be submitted using Word or PDF. Please refer to the [iLearn](#) Unit page. **Length** N/A for the presentation slides. No more than 2 A4 pages per person for the notes **Inherent Task Requirements** All team members are expected to present; therefore, all need to be present in class on the day of their team's presentation **Late Submission**

Students who fail to make their presentation at the allocated time receive 0 (zero) for this task. This penalty does not apply when an application for [Special Consideration](#) has been made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Critically analyse management and leadership theories in their application and practice.
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- Generate effective oral and written communication strategies, comprising complex ideas, for a wide range of stakeholders

## Literature review

Due: **Week 13**

Weighting: **40%**

**Case Analysis Assessment Summary Task Description** Developing literature reviews is a key skill for any scholar. Students will be allocated a topic in the mid-semester break and will have to submit a 3,000 word essay summarising the literature of their topic. Further details will be provided on iLearn. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Essay. Please refer to the [iLearn](#) Unit page **Length** 3,000 words EXCLUDING reference list **Inherent Task Requirements** N/A **Late Submission**

Late assignments must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** of the total available marks awarded mark for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20%). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Critically analyse management and leadership theories in their application and practice.

- Judge and select diverse strategies to appraise future management and leadership challenges.
- Synthesise and appraise contemporary literature comparing and contrasting different theories, frameworks and perspectives.

## Delivery and Resources

<b>Required text</b>	There is NO prescribed text for this unit, but various readings and other materials will be made available via iLearn.
<b>Unit web page</b>	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>
<b>Technology Used and Required</b>	<ul style="list-style-type: none"> <li>• Students are required to have access to a personal computer and familiarise themselves with iLearn (<a href="https://ilearn.mq.edu.au/login/MQ/">https://ilearn.mq.edu.au/login/MQ/</a>). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.</li> <li>• If you have difficulties logging on to iLearn, please contact the university's technical support staff. Do not contact the lecturer as she is not be able to help you with technical queries.</li> <li>• Students are expected to check their university email account and contact the teaching staff through it. Gmail, hotmail and other personal email accounts are often blocked through the university's spam filter; communicating through those risks that your query will not be answered.</li> </ul>
<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"> <li>• This unit is comprised of weekly seminar classes comprising a three hour duration of lecture content, activities and exercises.</li> <li>• The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li> </ul>
<b>Recommended readings</b>	Will be provided on iLearn

## Unit Schedule

Week	Seminar Topic
Week 1	Introduction to the unit; Self-awareness, emotional intelligence & resilience
Week 2	Leadership or Management?
Week 3	Ethics for leadership & management
Week 4	Organisational culture & change
Week 5	Communication & employee engagement
Week 6	No class - consultation week (comparative review)
Week 7	Conflict, power & politics in management & leadership
Week 8	Future trends: 4th Industrial Revolution
Week 9	Future trends: Flexible Work
Week 10	Future trends: Sustainability
Week 11	Future trends: Ageing Population

Week 12	No class - consultation week (case analysis)
Week 13	Overview & Revision

## 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 published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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 - 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 analyse management and leadership theories in their application and practice.
- Judge and select diverse strategies to appraise future management and leadership challenges.
- Synthesise and appraise contemporary literature comparing and contrasting different theories, frameworks and perspectives.

### Assessment tasks

- Comparative Review

- Presentation
- Literature review

## 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

- Critically analyse management and leadership theories in their application and practice.
- Synthesise and appraise contemporary literature comparing and contrasting different theories, frameworks and perspectives.

### Assessment tasks

- Comparative Review
- Presentation
- Literature review

## 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 analyse management and leadership theories in their application and practice.
- Judge and select diverse strategies to appraise future management and leadership challenges.
- Synthesise and appraise contemporary literature comparing and contrasting different theories, frameworks and perspectives.
- Generate effective oral and written communication strategies, comprising complex ideas, for a wide range of stakeholders

### Assessment tasks

- Comparative Review
- Presentation



- Literature review

## 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:

### Assessment tasks

- Presentation
- Literature review

## 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.