



BBA 310

Leadership in Management

S1 Day 2019

Department of Management

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Disclaimer

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General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer

Brett White

brett.white@mq.edu.au

Contact via Email

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

Credit points

3

Prerequisites

(39cp at 100 level or above) including (BBA111 or HRM107)

Corequisites

Co-badged status

Unit description

This unit enables students to examine the highly influential discourse of business and organizational leadership. Understanding the ideas and practices of leadership to be far too significant to be reduced to a set of simplified tools, techniques, or models, this unit draws upon a wide range of academic work across the fields of management, organization and leadership studies to examine the topic. Using this research, leadership is explored from individual, collective, ethical, followership and psychoanalytic perspectives, enabling students to consider the full cultural, organizational and political implications of our ideas and practices of leadership. Additionally, new and emergent perspectives on leadership – its links to identity, to virtuality and the visual, and to religion and spirituality – are considered, providing students with a window into current and cutting edge ideas on the topic.

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 assess the nature and origins of leadership
- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership

Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual Essay	20%	No	Week 6
Individual Report	40%	No	Week 10
Final Examination	40%	No	University Examination Period

Individual Essay

Due: **Week 6**

Weighting: **20%**

Individual Essay Assessment Summary Task Description This assessment task requires you to discuss the history and context of leadership in management. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 1500 words **Inherent Task Requirements** None **Late Submission** Late essays must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** 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 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:

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Individual Report

Due: **Week 10**

Weighting: **40%**

Individual Report Assessment Summary Task Description The assessment task requires you to critically evaluate the practice of leadership. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 2,000 words **Inherent Task Requirements** None **Late Submission** Late essays must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** 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 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:

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- Demonstrate awareness of contemporary challenges for and critiques of leadership

Final Examination

Due: **University Examination Period**

Weighting: **40%**

Final Examination Assessment Summary Task Description A final examination is included as an assessment task for this unit to provide assurance that the product belongs to the student and the student has attained the knowledge and skills tested in the exam. **Type of Collaboration Individual Submission** You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. **Format** Closed book. Please refer to the [iLearn](#) Unit page . **Length** 2 Hours **Inherent Task Requirements** None **Late Submission**

Please see [Assessment Policy Schedule 4](#).

The only exception to not sitting an examination at the designated time in the University Examination Timetable is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for special consideration.

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:

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Delivery and Resources

Required text	<ul style="list-style-type: none">• A collection of 12 classic and contemporary academic articles on different aspects of leadership form the required reading for this unit. You will need to read one of these articles each week before your tutorial.• All articles will be uploaded on the unit ilearn site for you to download, read and bring to your tutorial.
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/

Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
Delivery Format and Other Details	<ul style="list-style-type: none"> Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face to face per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) Tutorials will commence in Week 2 The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	In addition to compulsory readings, several additional academic articles will be uploaded on ilearn for each weekly topic.

Unit Schedule

Week No	Lecture Topic	Tutorial Activities
		(All articles and questions on these articles will be on ilearn: articles must be downloaded and read <i>before</i> the tutorial and brought to the tutorial)
1	Introduction: <i>Studying Leadership Critically</i>	No tutorials
2	Contexts of Leadership 1: <i>History and Origins</i>	Meindl, J. et al. (1985) 'The Romance of Leadership' <i>Administrative Science Quarterly</i> 30(1): 78-102.
3	Contexts of Leadership 2: <i>Managers and Leadership</i>	Gemmil, G. and Oakley, J. (1992) 'Leadership: An Alienating Social Myth?' <i>Human Relations</i> 45(2): 113-129
4	Contexts of Leadership 3: <i>Gender and Leadership</i>	Jackall, R. (1988). <i>Moral mazes: the world of corporate managers</i> Oxford: Oxford University Press, Chapter 8.
5	Theorising Leadership 1: <i>Individual Approaches</i>	Sinclair, A. (2005) <i>Doing Leadership Differently</i> . Melbourne University Press, Melbourne. (Chapter 3: 'The Traditional Path: Heroic Masculinity')
6	Theorising Leadership 2: <i>Collective Approaches</i>	Ford, J. and Harding, N. (2011) 'The Impossibility of the 'true self' of Authentic Leadership' <i>Leadership</i> 7(4): 463-479. Assignment One Due

7	Theorising Leadership 3: <i>Followership and Psychoanalytic Approaches</i>	Gordon, R. (2010) 'Dispersed leadership: Exploring the impact of antecedent forms of power using a communicative framework' <i>Management Communication Quarterly</i> 24(2): 260-287.
-	Mid Session Break	
8	Theorising Leadership 4: <i>Destructive and Psychopathic Leadership</i>	Gabriel, Y. 1997. 'Meeting God: when organizational members come face to face with the supreme leader' <i>Human Relations</i> , 50:4, 315-342.
9	Theorising Leadership 5: <i>Ethical Approaches</i>	Kets de Vries, M. and Balazs, K. (2011) 'The Shadow Side of Leadership' in Bryman, A. et al (Eds.) <i>The Sage Handbook of Leadership</i> , London: Sage, pps. 380 - 392
10	Emerging Topics 1: <i>Visual and Virtual Approaches</i>	Roberts, J. (2001) 'Corporate governance and the ethics of narcissus' <i>Business Ethics Quarterly</i> 11(1): 109-127. Assignment 2 due
11	Emerging Topics 2: Religion, spirituality and leadership	Boje, D. and Rhodes, C. (2005) 'The Virtual Leader Construct: The mass mediatisation and simulation of transformational leadership' <i>Leadership</i> 1(4): 407-428.
12	Emerging Topics 3: Leadership Case Study	Wray-Bliss, E. (2013), 'Leadership and the Deified/ Demonic: A Cultural Critique of CEO Sanctification' <i>Business Ethics: A European Review</i> 21(4): 434-449
13	Revision / Exam briefing	Revision Quiz

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](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 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 or if you are a Global MBA student contact 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) 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

If you are a Global MBA student contact 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/.

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

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

- Critically assess the nature and origins of leadership
- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment tasks

- Individual Essay
- Individual Report
- Final Examination

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Critically assess the nature and origins of leadership

- Identify and analyse leadership issues in a management context
- Demonstrate awareness of the major conceptualisations of leadership
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment tasks

- Individual Essay
- Individual Report
- Final Examination

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

- Identify and analyse leadership issues in a management context
- Demonstrate awareness of contemporary challenges for and critiques of leadership

Assessment task

- Individual Report

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcome

- Demonstrate awareness of contemporary challenges for and critiques of leadership

Global Contexts and Sustainability

This unit presents students with a critical, questioning approach to leadership. As part of this approach, we critique the origins of destructive and unethical leadership behaviour and the assumptions and practices which this entails. Such a critique helps us to understand and avoid harmful and unsustainable leadership or followership practices.

Research and Practice

This unit uses published research and writings from a range of academic sources and perspectives. Throughout the unit, you will be examining both the theory and practice of leadership, you will develop skills and abilities to read and reflect upon managerial and academic writings on leadership, and you will be encouraged to reflect upon the implications of this material for your own position as both a subject of leadership and a potential future leader.

The unit draws upon articles published in leading leadership and management journals, including *Leadership*, *Human Relations*, *Administrative Science Quarterly*, *Leadership Quarterly* and *Organization Studies*.