



FACULTY OF
BUSINESS AND ECONOMICS

BUS832
Leadership and Management
Semester 1, 2012

Department of Marketing and Management

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

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| Year and Semester: | Semester 1, 2012 |
| Unit convenor: | Dr Keson Loke |
| Prerequisites: | Bus 651 or equivalent. Students at Master's level are assumed to have a sound knowledge and understanding of organisational behaviour principles. |
| Credit points: | Four |

Students in this unit should read this unit guide carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult Dr Loke.

ABOUT THIS UNIT

- Unit description

To lead and manage business and organisations in contemporary times is very challenging. Today's workforce continues to diversify, and the tasks to be accomplished have become more complex. Some say that leaders are born with the ability to enthuse. A good leader knows how to motivate people, get the best out of them, and be proud of what they can achieve. Hence, to succeed in today's business environment, it is imperative for the firm and its leaders and managers to have a sound understanding of the fundamentals of leadership within contemporary business and organisations.

The objective of this course is to critically evaluate a series of alternative perspectives of leadership, including contemporary collaborative models. After a careful analysis of these perspectives, students can then develop a personal model of leadership, via a process of personal reflection, adaptable to any workplace. The unit utilises a range of assessment criteria including understanding of leadership concepts, analysis of case studies, informal presentations and group activities. An understanding of key leadership criteria in management will enable students to be capable of professional and personal judgement and initiative.

This unit is worth 4 credit points.

- Unit rationale

This Unit complements the existing subject balance within the Masters of Commerce and International Business program and provides students with an understanding of the fundamentals of leadership within contemporary business and organisations.

TEACHING STAFF

- Convenor and Lecturer: Dr Keson Loke (email: keson.loke@mq.edu.au)

CONSULTATION TIMES

- Before and after each class. Students are to email Dr Loke to firm up the exact time and venue of meeting prior to any consultation appointment.

You are encouraged to seek help at a time that is convenient to you from Dr Loke during his regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

- Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 3 hour lecture combined with group case study presentation and class discussions.
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Please note that while there is no mark for attendance, students are expected to attend all weekly classes, unless excused.
- Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class.
- Warning: You must attend at least 10 of the 12 weekly classes – failure to do so may affect your learning outcomes and performance in this Unit.
- Students are expected to arrive on time, and not to leave until the class ends.
- Students must be quiet during classes, unless of course when class participation is required.

- Mobile phone must be turned OFF.
- Students who disturb or disrupt in class will be asked to leave.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Required text: *'The Leadership Experience', Fifth Edition* by Richard L. Daft, South-Western Cengage Learning, 2011.

This contains all the required chapter readings and case studies in addition to material posted on iLearn. The required text can be purchased from the Macquarie University Co-op Bookshop. A copy of the required text is also available in the Macquarie Library.

TECHNOLOGY USED AND REQUIRED

- Students are required to use iLearn, word processing, powerpoint and Turnitin.

UNIT WEB PAGE

- Course material is available on the learning management system (iLearn).
- The web page for this unit can be found at: <https://ilearn.mq.edu.au>

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. Explain key concepts and theories in leadership.
2. Identify and critically analyse key leadership issues in a management context.
3. Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems.
4. Make effective recommendations for resolving practical leadership issues/problems.

GRADUATE CAPABILITIES

After completing this unit, students will have the capability to:

1. Understand the importance of thinking strategically about leading people effectively at work

2. Identify alternative approaches to leading and the advantages and disadvantages associated with them based on contemporary research
3. Understand and evaluate their own personal approach to leadership and have a development plan for the future
4. Be familiar with an organisation's accountabilities in different areas of leadership
5. Think critically about the usefulness of various leadership alternatives and how they might improve the effectiveness of the organisations that they work for

In addition to the discipline-based learning objectives above, all academic programs at Macquarie University also seek to develop the following 8 generic capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this learning by helping student develop generic skills number 1, 2 and 4 below (italicised).

1. *Critical, Analytical and Integrative Thinking*
2. *Problem Solving and Research Capability*
3. Creative and Innovative
4. *Effective Communication*
5. Engaged and Ethical Local and Global citizens
6. Socially and Environmentally Active and Responsible
7. Capable of Professional and Personal Judgement and Initiative
8. Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

- Teaching methods will comprise a mix of lectures, case studies, and class discussions.
- Please note that this course emphasises application of leadership concepts to practical leadership issues/problems within business and organisations. Hence, in order to pass the course, it will not be sufficient to merely attend class and memorise the lecture notes. Lectures in this course are only one component of the course and are meant to supplement and clarify the assigned readings in the textbook and other activities. They are not a substitute for reading of the textbook and participating in the weekly case study discussions.
- Students are expected to do all assigned readings and prepare the case studies in advance of the class and to participate fully in class discussions.

- A detailed weekly schedule of the Course is as follows:

| Week | Week Beginning | Lecture: Topic and Reading | Case Study Presentation/Discussion |
|-------------|-----------------------|---|--|
| 1 | 27/2/2012 | Introduction: To be a Leader <i>Chapters 1 & 7</i> | Discussion on Case Study analysis. Case Study: Studer International |
| 2 | 5/3/2012 | Leadership Traits, Behaviors, and Relationships <i>Chapter 2</i> | Case Study: D.L. Woodside, Sunshine Snacks |
| 3 | 12/3/2012 | Contingency Approaches to Leadership <i>Chapter 3</i> | Case Study: Alvis Corporation |
| 4 | 19/3/2012 | The Leader as an Individual <i>Chapter 4</i> | Case Study: Environmental Designs International |
| 5 | 26/3/2012 | Leading with Mind and Heart <i>Chapter 5</i> | Case Study: The USS Florida |
| 6 | 2/4/2012 | PUBLIC HOLIDAY | Independent Study TBA |
| 7 | 9/4/2012 | BREAK | |
| 8 | 16/4/2012 | BREAK | |
| 9 | 23/4/2012 | Moral Leadership and Leadership Courage <i>Chapter 6</i> | Case Study: Sycamore Pharmaceuticals |
| 10 | 30/4/2012 | Leadership and Motivating People <i>Chapter 8</i> | Case Study: Montego Bay |
| 11 | 7/5/2012 | Leadership and Effective Communication <i>Chapter 9</i> | Case Study: The Saddle Creek Deli |
| 12 | 14/5/2012 | Leading Teams <i>Chapter 10</i> | Case Study: Devereaux-Dering Group |
| 13 | 21/5/2012 | Leading Diverse Workforce <i>Chapter 11</i> | Case Study: The Trouble with Bangles |
| 14 | 28/5/2012 | Leadership Power and Influence <i>Chapters 12 & 15</i> | Case Study: Waite Pharmaceuticals |
| 15 | 4/6/2012 | Revision / Exam briefing | Q & A session |

RESEARCH AND PRACTICE

- This unit gives you opportunities to conduct your own research.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**ASSESSMENTS**

In order to pass this Course, students must:

- Attempt ALL assessment tasks as given below; and
- Attain an overall composite pass mark of 50%.

A summary of the assessment tasks for this Course is provided in the table below.

| | Individual Essay (20%) | Group Case Study Report (20%) | Group Case Study Presentation (10%) | Final Exam (50%) | Total (100%) |
|-------------|---|---|---|---|---------------------|
| Description | Each student will submit a research essay on a leadership question. | Each Case Study group will submit a report on an allocated weekly case study. | From weeks 4-5 and weeks 9-14, each Case Study group will make a presentation of its allocated weekly case study in class. Group Presentation is for 20 minutes followed by 10 minutes of class question and answer session. | The duration of the exam is 3 hours plus 10 minutes held during the exam period. 3 questions on a Case Study (30%) plus 2 essay-style questions (20%). | |
| Due date | By 1700 hours on Thursday, 26 April 2012 via Turnitin. Hardcopy of your Individual Essay is to | By 1700 hours on the Thursday before your respective allocated weekly group presentations via Turnitin. | All power point presentation slides are to be submitted to your Lecturer at the start of respective weekly classes for your | Please check the exam timetable for location and time. | |

| | Individual Essay (20%) | Group Case Study Report (20%) | Group Case Study Presentation (10%) | Final Exam (50%) | Total (100%) |
|---|--|---|--|-------------------------|---------------------|
| | be submitted to your Lecturer at the start of the week 9 lecture on Friday, 27 April 2012. | Hardcopy of your Group Case Study Report is to be submitted to your Lecturer at the start of respective weekly classes for your allocated presentation. | allocated presentations. | | |
| Marking criteria/standards & expectations | Students are expected to do relevant research and answer the leadership question set. See a document in icon "Assessment Tasks" on unit website for more details. | Students are expected to address key issues related to the case study and report their findings. See a document in icon "Assessment Tasks" on unit website for more details. | Students are expected to address key issues related to the case study and make the presentation as interesting as possible. See a document in icon "Assessment Tasks" on unit website for more details. | n/a | |
| Submission method | Via Turnitin and in class to Lecturer. | Via Turnitin and in class to Lecturer. | In class to Lecturer. | n/a | |
| Feedback | Written feedback will be given in week 13 class. | Written feedback will be given in week 15 class. | Verbal feedback will be given after each weekly presentation in class. Written feedback will be given in week 15 class. | n/a | |
| Estimated student workload (hours) | 20 hours | 15 hours | 5 hours | 30 hours | 70 hours |

| | Individual Essay (20%) | Group Case Study Report (20%) | Group Case Study Presentation (10%) | Final Exam (50%) | Total (100%) |
|---|-------------------------------|--------------------------------------|--|-------------------------|---------------------|
| Learning outcomes assessed: | | | | | |
| 1. Explain key concepts and theories in leadership. | 5 | | | 20 | 25% |
| 2. Identify and critically analyse key leadership issues in a management context. | | 5 | | 5 | 10% |
| 3. Apply relevant leadership concepts and techniques to resolve practical leadership issues/problems. | 5 | 5 | | 5 | 15% |
| 4. Make effective recommendations for resolving practical leadership issues/problems. | | 5 | | 5 | 10% |
| | | | | | |
| Graduate capabilities assessed: | | | | | |
| 1. Critical, Analytical and Integrative Thinking | | | 5 | 5 | 10% |
| 2. Problem Solving & Research Capability | 5 | 5 | | 5 | 15% |
| 3. Effective Communication | 5 | | 5 | 5 | 15% |
| Total | 20% | 20% | 10% | 50% | 100% |

- You must attend at least 10 of the 12 weekly classes – failure to do so may affect your learning outcomes and performance in this Unit. Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class.

- Late submission of assignments will only be marked where an extension has been granted. A penalty of 20% of the assignment mark (i.e. 2 marks if the assignment is marked out of 10) will be deducted for each day that the assignment is late, unless there are extraordinary circumstances such as documented illness or other unavoidable disruptions. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at http://www.mq.edu.au/policy/docs/special_consideration/policy.html (*Please note that work or family commitments will not normally be acceptable excuses. The circumstances must be extraordinary and something that could not have been reasonably predicted or avoided.*)
- Work that is submitted late without prior written permission and without a completed advice of absence form will not be marked. Students are advised to keep a copy of all permissions given in event of dispute.
- The date and time recorded by Turnitin shall be used for the purposes of determining late submission penalties. As there are sometimes delays with the system, you are advised to submit early to avoid penalties.

Examinations

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A 3-hour final examination for this unit will be held during the University Examination period.

The University Examination period in First Half Year 2012 is from 12 June to 29 June 2012.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations <http://exams.mq.edu.au/>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:
<http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at
http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:
<http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script, please refer to the following website which provides information about these processes and

the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/policy.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these and other services can be accessed at <http://www.student.mq.edu.au>.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.