



FACULTY OF  
BUSINESS AND ECONOMICS

Unit Code: BBA310  
Unit Name: Leadership in  
Management

First Semester, 2011

*Department of Marketing and Management*

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

<b>Year and Semester:</b>	<b>Semester 1, 2011</b>
<b>Unit convenor:</b>	<b>Dr Keson Loke</b>
<b>Prerequisites:</b>	<b>BBA111 and 40 credit points</b>
<b>Credit points:</b>	<b>Three</b>

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

#### **ABOUT THIS UNIT**

- Unit description and credit points

Today's workforce continues to diversify, and the tasks to be accomplished have become more complex. They 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. Students in this subject evaluate a series of alternative perspectives of leadership, including contemporary collaborative models. After a careful analysis of these perspectives, students can develop a personal model of leadership adaptable to any workplace. The unit utilises a range of assessment criteria including 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 3 credit points.

- Unit rationale

This Unit complements the existing subject balance within the BBA 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](mailto:keson.loke@mq.edu.au))
- Tutor: Dr Dominique Beck (email: [dominique.beck@optusnet.com.au](mailto:dominique.beck@optusnet.com.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.
- Consultation time with Tutor: Tuesdays, 2.30 pm to 3.30 pm, Room E4B 104.

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their 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 2 hour lecture and 1 x 1 hour tutorial.
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Please note that owing to the integral nature of the group work and the limited capacity of the classrooms, it is not possible to switch between tutorial classes and students must attend the tutorial class for which they have registered.
- 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 tutorial classes. Medical certificates must be provided if you are not able to attend a tutorial class.
- Warning: You must attend at least 10 of the 12 weekly tutorial 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 lecture/tutorial class ends.
- Students must be quiet during lecture/tutorial classes, unless of course when class participation is required.
- Mobile phone must be turned OFF.
- Students who disturb or disrupt in lecture/tutorial 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 Blackboard. 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 Blackboard, word processing, powerpoint and Turnitin.

## UNIT WEB PAGE

The web page for this unit can be found at: Blackboard <http://learn.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

Bachelor of Business Administration graduates are expected to know the following 8 discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping student develop capability number 8 below (*italicised*).

1. An understanding of the internal component parts of a business organisation and their interrelationships
2. Recognising all the elements that comprise an organisation's environment and understanding how the organisation interacts with them
3. An understanding of the role of the organisation in promoting and providing a sustainable natural environment

4. An understanding of the contribution of marketing in an organisation's interactions with its environment
5. An understanding of accounting as a tool for describing an aspect of an organisation's operations and its role in monitoring and controlling activity
6. An understanding of law as an element of the organisation's environment and a basis for a socially responsible organisation's behaviour
7. An ability to develop strategy while understanding its role in defining an organisation and progressing it toward a desired competitive position
8. *An understanding of the fundamentals of leadership within contemporary business and organisations.*

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order 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, 4 and 7 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 study presentations, 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:

<b>Week</b>	<b>Week Beginning</b>	<b>Lecture: Topic and Reading</b>	<b>Tutorial: Open Discussion / Presentation</b>
1	21/2/2011	Introduction: To be a Leader <i>Chapters 1 &amp; 7</i>	Discussion on Tutorial activities. Discussion on Case Study analysis. Form Groups for Case Study Assignment.
2	28/2/2011	Leadership Traits, Behaviors, and Relationships <i>Chapter 2</i>	Ch 1: Discussion Questions: 2 & 6.  Case Study: Studer International - <i>Questions: 1, 2 &amp; 3.</i>
3	7/3/2011	Contingency Approaches to Leadership <i>Chapter 3</i>	Ch 2: Discussion Questions: 4 & 8.  Case Study: D.L. Woodside, Sunshine Snacks - <i>Questions: 1, 2 &amp; 3.</i>
4	14/3/2011	The Leader as an Individual <i>Chapter 4</i>	Ch 3: Discussion Questions: 2 & 4.  Case Study: Alvis Corporation - <i>Questions: 1, 2 &amp; 3.</i>
5	21/3/2011	Leading with Mind and Heart <i>Chapters 5</i>	Ch 4: Discussion Questions: 1 & 5.  Case Study: Environmental Designs International - <i>Questions: 1, 2 &amp; 3.</i>
6	28/3/2011	Moral Leadership and Leadership Courage <i>Chapter 6</i>	Ch 5: Discussion Questions: 3 & 4.  Case Study: The USS Florida - <i>Questions: 1, 2 &amp; 3.</i>
7	4/4/2011	Leadership and Motivating People <i>Chapter 8</i>	Ch 6: Discussion Questions: 1 & 5.  Case Study: Sycamore Pharmaceuticals - <i>Questions: 1, 2 &amp; 3.</i>
8	11/4/2011	<b>BREAK</b>	
9	18/4/2011	<b>BREAK</b>	
10	25/4/2011	<b>PUBLIC HOLIDAY</b>	
11	2/5/2011	Leadership and Effective Communication <i>Chapter 9</i>	Ch 8: Discussion Questions: 2 & 9.  Case Study: Montego Bay - <i>Questions: 1, 2 &amp; 3.</i>
12	9/5/2011	Leading Teams <i>Chapter 10</i>	Ch 9: Discussion Questions: 6 & 7.  Case Study: The Saddle Creek Deli - <i>Questions 1, 2 &amp; 3.</i>
13	16/5/2011	Leading Diverse Workforce <i>Chapter 11</i>	Ch 10: Discussion Questions: 4 & 9.  Case Study: Devereaux-Dering Group - <i>Questions: 1, 2 &amp; 3.</i>
14	23/5/2011	Leadership Power and Influence <i>Chapters 12 &amp; 15</i>	Ch 11: Discussion Questions: 6 & 7.  Case Study: The Trouble with Bangles - <i>Questions 1, 2 &amp; 3.</i>
15	30/5/2011	Revision / Exam briefing	Ch 12: Discussion Questions: 2 & 6.  Case Study: Waite Pharmaceuticals - <i>Questions 1, 2 &amp; 3.</i>

## 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.

	<b>Individual Class Participation (5%)</b>	<b>Individual Essay (15%)</b>	<b>Group Case Study (30%)</b>	<b>Final Exam (50%)</b>	<b>Total</b>
Description	Students are expected to participate actively and contribute positively to class discussions during each weekly tutorial from weeks 2-7 and weeks 11-14.	Each student will submit a research essay on a leadership question.	This group case study assignment is made up of class presentation (10%) and report (20%).  Group Presentation is for 20 minutes followed by 10 minutes of class questions and answer session.  Group Report will address 3 questions on the case study.	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	During tutorials from weeks 2-7 and weeks 11-14.	By 2359 hours on Monday, 4 April 2011 via Turnitin.	Respective groups will present one case study weekly from weeks 4-7 and weeks 11-14.  All power point presentation	Please check the exam timetable for location and time.	

	<b>Individual Class Participation (5%)</b>	<b>Individual Essay (15%)</b>	<b>Group Case Study (30%)</b>	<b>Final Exam (50%)</b>	<b>Total</b>
			slides as well as reports are to be submitted to your tutor at the start of respective tutorials for your allocated presentations.		
Marking criteria/standards & expectations	Students are expected to contribute positively to class discussions on an active and regular basis.  See a document in icon "Assessment Tasks" on unit website for more details.	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 (1) answer the questions set for the case study; (2) make the presentation as interesting as possible.  See a document in icon "Assessment Tasks" on unit website for more details.	n/a	
Submission method	n/a	Via Turnitin and In class to tutor.	Via Turnitin and In class to tutor.	n/a	
Feedback	Verbal feedback will be given interactively when necessary during class discussions.  Overall written feedback will be given before the final exam.	Written feedback will be given in week 12 tutorial.	Verbal feedback will be given after each weekly presentation in tutorials.  Written feedback will be given 1-2 weeks after presentation and submission of report in tutorials.	n/a	
Estimated student workload (hours)	5 hours	15 hours	20 hours	30 hours	70 hours

	<b>Individual Class Participation (5%)</b>	<b>Individual Essay (15%)</b>	<b>Group Case Study (30%)</b>	<b>Final Exam (50%)</b>	<b>Total</b>
<b>Learning outcomes assessed:</b>					
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	10%
4. Make effective recommendations for resolving practical leadership issues/problems.			5	5	10%
<b>Graduate capabilities assessed:</b>					
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%
4. Capable of Professional and Personal Judgement and Initiative				5	5%
<b>Total</b>	<b>5%</b>	<b>15%</b>	<b>30%</b>	<b>50%</b>	<b>100%</b>

- You must attend at least 10 of the 12 weekly tutorial classes – failure to do so may affect your learning outcomes and performance in this Unit. Attendance will be taken in the weekly tutorial classes. Medical certificates must be provided if you are not able to attend a tutorial 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.reg.mq.edu.au/Forms/APSCon.pdf> (*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 2011 is from 6 to 24 June.

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://www.timetables.mq.edu.au/exam>

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. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

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. (Individual Divisions may wish to signal when the Division's Supplementaries are normally scheduled.)

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](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/for/new\\_and\\_current\\_students/undergraduate/admin\\_central/grade\\_appeals](http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/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/procedure.html](http://www.mq.edu.au/policy/docs/special_consideration/procedure.html)

## **STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services.

Details of these 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.