



AGRI12003 *Leadership and People Management*

Term 1 - 2020

Profile information current as at 07/05/2024 03:43 am

All details in this unit profile for AGRI12003 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

Leading and managing human capital has become an increasingly important factor in farm profitability and competitiveness. This unit is focused on theories, models and practical frameworks for effective and strategic leadership of teams in the agricultural workplace. You will learn about individual differences, group dynamics, team building, communication, influencing skills and performance management, and you will be exposed to a range of tools and techniques to assist with developing and leading high-performance teams.

Details

Career Level: *Undergraduate*

Unit Level: *Level 2*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Prerequisite AGRI11006 People Management

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 1 - 2020

- Bundaberg
- Emerald
- Online
- Rockhampton

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Written Assessment**

Weighting: 60%

2. **Practical Assessment**

Weighting: 40%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Have Your Say (Moodle Unit Evaluation)

Feedback

The high level of engagement during lectures and tutorials, and also one-on-one consultations and conversations with the lecturer was the best aspect of the unit.

Recommendation

Maintain this activity

Feedback from Have Your Say (Moodle Unit Evaluation)

Feedback

Extra reading materials on leadership roles

Recommendation

More reading materials will be made available

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Demonstrate appropriate interpersonal behaviour.
2. Employ appropriate leadership techniques, adapting your style to suit different situations and team requirements.
3. Use capacity building techniques to influence team members and maximise performance.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes		
	1	2	3
1 - Practical Assessment - 40%	•	•	
2 - Written Assessment - 60%			•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes		
	1	2	3
1 - Communication	•	•	•
2 - Problem Solving	•		•

Graduate Attributes	Learning Outcomes		
	1	2	3
3 - Critical Thinking	•	•	•
4 - Information Literacy		•	
5 - Team Work	•	•	•
6 - Information Technology Competence			
7 - Cross Cultural Competence	•	•	•
8 - Ethical practice		•	
9 - Social Innovation			
10 - Aboriginal and Torres Strait Islander Cultures			

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Practical Assessment - 40%	•	•	•	•	•		•	•		
2 - Written Assessment - 60%	•	•	•		•		•			

Textbooks and Resources

Textbooks

There are no required textbooks.

Additional Textbook Information

N/A

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing styles below:

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)
- [Harvard \(author-date\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Richard Koech Unit Coordinator
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Schedule

Week 1 - 09 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Appreciating Individual Differences (Course Introduction, Johari Window & Betari Box)		

Week 2 - 16 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Appreciating Individual Differences (DiSC Profile)		

Week 3 - 23 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Appreciating Individual Differences (Emotional & Social Intelligence)		

Week 4 - 30 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Practical Leadership Styles (Leading vs Managing, Lewin's Leadership Styles & Difficult Conversations).		Assessment Task 1 Part A - Due date Week 4, Friday 3rd April, 5:00 PM AEST.

Week 5 - 06 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Practical Leadership Styles (Line Management Model & Difficult Conversations)		

Vacation Week - 13 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 20 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing One-on-One (Active Listening & Giving Work Instructions)		

Week 7 - 27 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing One-on-One (Coaching)		

Week 8 - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing One-on-One (Situational Leadership & Motivation)		Assessment Task 1 Part B - Due date Week 8, Friday 8th May, 5:00 PM AEST.

Week 9 - 11 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing the Organisation (Change Management)		

Week 10 - 18 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing Teams (Tribes & High Performing Teams)		

Week 11 - 25 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing Teams (Team Roles & Stages of Team Development)		Assessment Task 2 Part A - Due date Week 11, Friday 29th May, 5:00 PM AEST.

Week 12 - 01 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
Recap and Reflection.		Assessment Task 2 Part B - Due date Week 12, Friday 5th June, 5:00 PM AEST.

Review/Exam Week - 08 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 15 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Address a Real People Management Problem

Assessment Type

Written Assessment

Task Description

Assessment task: written report.

You will write a report including the following parts:

Part A: Describe a Real People Management Problem (20%) - 750 words

Describe the problem in terms of the organisation in which it is happening; the historical context; the current situation (including the problem); and the people implicated and involved. (Definition: A people management problem is an issue in the workplace which results from how people deal with each other, often involving leadership style, motivation, personalities, capacity and capabilities.)

Part B: Assess the People Management Problem & Plan an Intervention (40%) - 1500 words

Analyse the causes of the management problem identified in Part A. Present at least 3 options to address the problem including pros and cons, and recommend a specific approach. Describe the influencing techniques you would use to motivate a change in behaviour.

(Note: You must recommend a hands-on intervention that can be undertaken by the responsible manager. You should describe what you have learnt in undertaking this assessment. You must use in-text referencing and include a reference list.)

Assessment Due Date

Part A - Due date Week 4, Friday 3rd April, 5:00 PM AEST; Part B - Due date Week 8, Friday 8th May, 5:00 PM AEST.

Return Date to Students

Grades will be returned within 10 working days of the due date.

Weighting

60%

Minimum mark or grade

50%

Assessment Criteria

Detailed marking criteria will be available on the Unit Moodle site, and will be based on the following:

- Clear, concise introduction to the report
- Adequacy of the content relative to the topic
- The business context of the report is defined
- Justify claims using logic and appropriate references
- Sound and relevant conclusion
- Including what has been learnt in this piece of work ('learnings')
- Expression and communication
- Correct use of in-text references and reference list (Part B only)

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)
- [Harvard \(author-date\)](#)

Submission

Online

Learning Outcomes Assessed

- Use capacity building techniques to influence team members and maximise performance.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Team Work
- Cross Cultural Competence

2 Intervention for the Real People Management Problem

Assessment Type

Practical Assessment

Task Description

Practical Assessment

Part A: (one page) Introduction to the Intervention - Submit Notes.

Email the lecturer a script of up to one page in length that you will follow when you introduce the real people management problem during your role play. This page should explain the problem, and how you plan to address it.

Part B: (about 10 minutes) Intervention for the Real People Management Problem (40%) - Role Play.

You will meet with the lecturer or tutor face-to-face, via Zoom or over the telephone. The lecturer/tutor will 'act out' the role of your direct report or co-worker (the person causing the people management problem). You will need to present your introduction and then have a discussion in which you will apply the intervention you recommended in Assessment 1 Part B. (Note: You will be asked to 'sign up' to an available time slot during Week 12.)

Assessment Due Date

Part A - Due date Week 11, Friday 29th May, 5:00 PM AEST; Part B - Due date Week 12, Friday 5th June, 5:00 PM AEST.

Return Date to Students

Grades will be returned within 10 working days of the due date.

Weighting

40%

Minimum mark or grade

50%

Assessment Criteria

Assessment criteria:

- Relevance of the approach
- Evidence of planning
- Expression and communication

- Sound and relevant conclusion
- Deal effectively with interruptions or unplanned incidents

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)
- [Harvard \(author-date\)](#)

Submission

Offline

Submission Instructions

Students will be assessed as they perform the tasks during lecture and tutorial time or via Zoom.

Learning Outcomes Assessed

- Demonstrate appropriate interpersonal behaviour.
- Employ appropriate leadership techniques, adapting your style to suit different situations and team requirements.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Cross Cultural Competence
- Ethical practice

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem