ENMM20030 *Asset Management Leadership*
Term 1 - 2023

Profile information current as at 02/05/2024 11:58 am

All details in this unit profile for ENMM20030 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
This unit focuses on leadership characteristics and management practices for asset management in an organisation. You will learn about various leadership theories and how they influence leadership effectiveness, as well as the operational requirements for leading a team of asset management professionals. The leadership and management skills you develop in this unit will enable you to meet organisation goals and objectives.

Details
Career Level: *Postgraduate*
Unit Level: *Level 8*
Credit Points: *6*
Student Contribution Band: *8*
Fraction of Full-Time Student Load: *0.125*

Pre-requisites or Co-requisites
Prerequisites: ENMM20023 & ENMM20025
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 - 2023

- Online

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 Postgraduate 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: 30%
2. **Written Assessment**
Weighting: 30%
3. **Presentation and Written 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

Feedback

The subject was delivered effectively, but the assignment requirements needed clearer explanations.

Recommendation

The quality will be maintained. Lecturers and tutors will consult to ensure assignment requirements are clearly clarified.

Feedback from Have Your Say

Feedback

The tutorials of this unit were very effective.

Recommendation

The quality of tutorials will be maintained.

Feedback from Have your Say

Feedback

With a personal point of view the online lecture timing was not suitable for me. Content was good.

Recommendation

Due to students' locations in different time zones around the world, it is impossible to choose a class time that suits the whole class. The scheduling of classes will be to satisfy the majority of students in the class.

Unit Learning Outcomes

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

1. Compare different organisational strategies related to asset management.
2. Analyse the management of people and systems related to asset management in an organisation.
3. Critique the various approaches of managing asset management group/s towards achieving organisational goals
4. Develop comprehensive operational requirements in leading a team of asset management professionals.
5. Critique contemporary theories of leadership for effective management of assets
6. Reflect on your participation in a multi-disciplinary professional network within or outside your organisation.

n/a

Alignment of Learning Outcomes, Assessment and Graduate Attributes

— N/A Level ◦ Introductory Level • Intermediate Level • Graduate Level ◦ Professional Level ◦ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1 - Written Assessment - 30%	•	•	•			
2 - Written Assessment - 30%		•	•	•	•	•
3 - Presentation and Written Assessment - 40%	•			•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Knowledge	◦	◦	◦	◦	◦	
2 - Communication	◦	◦	◦	◦	◦	
3 - Cognitive, technical and creative skills	◦	◦		◦		
4 - Research		◦		◦	◦	
5 - Self-management				◦	◦	◦
6 - Ethical and Professional Responsibility			◦			◦
7 - Leadership			◦		◦	◦
8 - Aboriginal and Torres Strait Islander Cultures						

Textbooks and Resources

Textbooks

There are no required textbooks.

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 style: [Harvard (author-date)](#)
For further information, see the Assessment Tasks.

Teaching Contacts

Arash Daemi Unit Coordinator
a.daemi@cqu.edu.au

Schedule

Week 1 - 06 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 1 - Theories of leadership	Chapter 1	Check the weekly schedule on the Moodle and attend the first Zoom session on overview of the unit activities. Zoom session: • Lecture: Theories of Leadership • Tutorial: Take part in a Group Discussion on Theories of Leadership

Week 2 - 13 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 1 – Theories of Leadership	Chapter 1	Zoom session: • Lecture: Theories of Leadership • Tutorial: Take part in a Group Discussion on Theories of Leadership

Week 3 - 20 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 1 - Leadership Influences	Chapter 1	Zoom session: • Lecture: Leadership Influences • Tutorial: Take part in a Group Discussion on Leadership Influences

Week 4 - 27 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
❌❌❌❌❌Module 2 - Skills for effective leadership	Chapter 2	Zoom session: • Lecture: Skills for Effective Leadership • Tutorial: Take part in a Group Discussion on Skills for Effective Leadership **Census Date: Please note Week 4, Tuesday is the census date. After this date, you will not be allowed to drop or withdraw from this unit**. Skills for effective leadershipZoom session:

Week 5 - 03 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic

Module/Topic	Chapter	Events and Submissions/Topic
Module 2 - Conflict Resolution	Chapter 2	Zoom session: • Lecture: Conflict Resolution • Tutorial: Take part in a Group Discussion on Conflict Resolution **Written Assessment 1 Due: Week 5** **Written Assessment 1** Due: Week 5 Friday (7 Apr 2023) 11:45 pm AEST

Vacation Week - 10 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
No Lecture or Tutorial sessions		

Week 6 - 17 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 2 - Employee Relations	Chapter 2	Zoom session: • Lecture: Employee Relations • Tutorial: Take part in a Group Discussion on Employee Relations

Week 7 - 24 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 2 - Communication	Chapter 2	Zoom session: • Lecture: Communication • Tutorial: Take part in a Group Discussion on Communication

Week 8 - 01 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 3 - Decision Making	Chapter 3	Zoom session: • Lecture: Decision Making • Tutorial: Take part in a Group Discussion on Decision Making

Week 9 - 08 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 3 - Motivation	Chapter 3	Zoom session: • Lecture: Motivation • Tutorial: Take part in a Group Discussion on Motivation **Written Assessment 2 Due: Week 9** **Written Assessment 2** Due: Week 9 Friday (12 May 2023) 11:45 pm AEST

Week 10 - 15 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 3 - Coaching and Training	Chapter 3	Zoom session: • Lecture: Coaching and Training • Tutorial: Take part in a Group Discussion on Coaching and Training

Week 11 - 22 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 3 - Performance and Change	Chapter 3	Zoom session: • Lecture: Performance and Change • Tutorial: Take part in a Group Discussion on Performance and Change

Week 12 - 29 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Module 3 - Effectiveness and Development	Chapter 3	Zoom session: • Lecture: Effectiveness and Development • Tutorial: Take part in a Group Discussion on effectiveness and Development

Review/Exam Week - 05 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic
		Written Assessment 3 Due: Review / Exam Week **Assessment 3** Due: Review/Exam Week Monday (5 June 2023) 11:00 am AEST

Exam Week - 12 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Written Assessment 1

Assessment Type
Written Assessment

Task Description
OBJECTIVES

This assessment item relates to the course learning outcomes 1 - 3.

1) Compare different organisational strategies related to asset management.
2) Analyse the management of people and systems related to asset management in an organisation.
3) Critique the various approaches of managing asset management group/s towards achieving organisational goals

Question 1:

To understand leadership it is important to reflect on who you are and the influences that have

steered you to your current leadership style

1.1: Describe the different leadership traits which have influenced your personal leadership style across previous and current employment. (30 Marks)
1.2: Describe the unique differences between management and leadership styles in relation to asset management. (30 Marks)

Question 2:

2.1: building on lessons from previous and current employment, discuss the effectiveness of the

various approaches of management and leadership in relation to modern asset management

groups/s achieving organisational goals. (30 Marks)

Report structure, clarity of expression, grammar, spelling, and references provided (10 marks) .

This information MUST be submitted as a WORD document.

Assessment Due Date
Week 5 Friday (7 Apr 2023) 11:45 pm AEST

Return Date to Students
Week 7 Friday (28 Apr 2023)

Weighting
30%

Assessment Criteria
Question 1.1: Describe the different leadership traits which have influenced your personal leadership style across previous and current employment (30 marks)

- Relevant details and examples are provided and concepts are clearly contextualised -10 marks
- Explained leaders attributes for each example, including level of interest, level of support, level of engagement and desired level of participation) --10 marks
- Referred to researched information in at least 3 cases - 10 marks

Question 1.2: Describe the unique differences between management and leadership styles in relation to asset management (30 marks)

- Provided differentiation between management and leadership - 10 marks
- Clearly defined 2 Management traits - 10 marks
- Clearly defined 2 Leadership traits - 10 marks

Question 2.1: Building on lessons learnt from previous and current employment, discuss the effectiveness of the various approaches of management and leadership in relation to modern asset management group/s achieving organisational goals (30 marks)

- Provided the relevant details to motivational theory, empowerment and subjective perception of management and leadership - 10 marks
- Described effectiveness of 2 management approach's - 10 marks
- Described effectiveness of 2 leadership approach's - 10 marks

Report structure, clarity of expression, grammar, spellings and references provided (10 marks)

Referencing Style

- Harvard (author-date)

Submission
Online

Learning Outcomes Assessed

- Compare different organisational strategies related to asset management.
- Analyse the management of people and systems related to asset management in an organisation.
- Critique the various approaches of managing asset management group/s towards achieving organisational goals

2 Written Assessment 2

Assessment Type
Written Assessment

Task Description

Objectives

This assessment item relates to the course learning outcomes 2 - 6.
2) Analyse the management of people and systems related to asset management in an organisation.
3) Critique the various approaches of managing asset management group/s towards achieving organisational goals
4) Develop comprehensive operational requirements in leading a team of asset management professionals.

5) Critique contemporary theories of leadership for effective management of assets

6) Reflect on your participation in a multi-disciplinary professional network within or outside your organisation

Question 1: Personal Leadership Development Plan

1.1: Build a personal leadership development plan for your relevant field (including academic and professional development) (12 Marks)

1.2: Based on your industry profile, identify the required milestones to achieve progress into your desired leadership role in 10 years (14 Marks)

Question 2: Discuss contemporary theories of leadership for effective management of assets

2.1 Describe the management and leadership strategies used in your organisation (11 marks)

2.2 Explain at least three benefits of employee empowerment through management and leadership strategies (24 marks)

2.3 Discuss the link between your company performance indexed to employee performance (6 marks)

Question 3: reflect on your participation in a multi-disciplinary professional network within or outside your organisation

3.1: Describe your management and leadership styles in your previous roles (10 Marks)

3.2: Discuss the lessons learnt from your management or leadership style. (13 Marks)

Report structure, clarity of expression, grammar, spelling and references provided (10 Marks) This information is to be submitted as a WORD document.

Assessment Due Date
Week 9 Friday (12 May 2023) 11:45 pm AEST

Return Date to Students
Week 11 Friday (26 May 2023)

Weighting
30%

Assessment Criteria
Question 1.1: Build a personal leadership development plan for your relevant field (including academic and professional development) - 12 marks

- Outlined 4 academic and 4 professional development core competencies - 4 marks
- Described relevant management and leadership skillset to enable future growth. - 8 marks

Question 1.2: Based on your industry profile, identify the required milestones to achieve progress into your desired leadership role in 10 years - 14 marks

- Explained the preferred leadership strategy for each role milestone (current to desired) - 5 marks
- Identified and described in detail role requirements from current to desired role - 5 marks
- Analysed and described in detail role requirements from current to desired role - 4 marks

Question 2.1 : Describe the management and leadership strategies used in your organisation - 11 marks

- Described the strategies used in the student's chosen organisation to contract maintenance/asset management services - 5 marks
- Referred to researched information in at least 3 cases - 6 marks

Question 2.2 : Explain at least three benefits of employee empowerment through management and leadership strategies - 24 marks

- Referred to researched information in at least 3 cases - 6 marks
- Explained the benefit of empowerment - 6 marks
- Explained the benefit of engagement - 6 marks
- Explained the benefit of completing more tasks with the same workforce - 6 marks

Question 2.3 : Discuss the link between your company performance indexed to employee performance - 6 marks

- Identified and referred to supporting researched information in at least 2 cases - 6 marks

Question 3.1 : Describe your management and leadership styles in your previous roles - 10 marks

- Identified at least 2 management or leadership experiences - 5 marks
- Referred to predominant management or leadership styles and supported by researched information - 5 marks

Question 3.2 : Discuss the lessons learnt from your management or leadership style. - 13 marks

- Explained at least 4 key positive and negative impacts from management or leadership actions - 8 marks
- Discussed value in team collaboration - 5 mark

Report structure, clarity of expression, grammar, spelling and references provided (10 Marks) This information is to be submitted as a WORD document.

Referencing Style

- Harvard (author-date)

Submission
Online

Learning Outcomes Assessed

- Analyse the management of people and systems related to asset management in an organisation.
- Critique the various approaches of managing asset management group/s towards achieving organisational goals
- Develop comprehensive operational requirements in leading a team of asset management professionals.
- Critique contemporary theories of leadership for effective management of assets
- Reflect on your participation in a multi-disciplinary professional network within or outside your organisation.

3 Assessment 3

Assessment Type
Presentation and Written Assessment

Task Description

Objectives

1) Compare different organisational strategies related to asset management.

4) Develop comprehensive operational requirements in leading a team of asset management professionals.

5) Critique contemporary theories of leadership for effective management of assets

6) Reflect on your participation in a multi-disciplinary professional network within or outside your organisation.

Question 1: Leadership Turnaround

You are a successful Operation Manager applicant to a company that is underperforming as a team and financially. Your initial review of the business unit identifies:

- Low team involvement
- Low morale
- High Absenteeism
- Line managers field time is non existent
- There is littel trust between line managers and their subordinates
- Assigned tasks are not completed within specified time frames
- Contractors are engaged to supplement the teams to meet deadlines
- Cost associated with contractors is $500,000 per annum, eroding profit margins to break even

1.1: Complete a Strength, Weakness, Opportunity and Threat (SWOT) analysis of the current situation (9 Marks)

1.2: Identify the previous management and leadership styles and influence on the workplace culture (13 Marks)

1.3 Provide suggestions how changes to current workplace leadership will provide a positive impact on employee engagement and productivity (12 Marks)

Question 2: Provide a leadership plan and recommendations to drive changes and deliver a cohesive profitable team.

Discuss your milestones for review at 1, 3, 6 and 12 months

2.1: Outline a leadership plan with proposed benefits over a 12 month implementation (12 Marks)
2.2 Identify amendments to the Value Chain as an enabler to employee productivity (19 Marks)
2.3 Paradigm shift strategy to increase the Internal Rate of Return from the workforce (7 Marks)
2.4 Outline change agent milestones to be achieved at 1, 3, 6 and 12 months Including KPIs and cost saving initiatives which are trended against forecasted labour savings (18 Marks)
Report structure, clarity of expression, grammar, spelling and references provided (10 Marks)
This information is to be submitted as a WORD document.

Assessment Due Date
Review/Exam Week Monday (5 June 2023) 11:00 am AEST
Return Date to Students
Exam Week Friday (16 June 2023)
Results will be released on grade certification date
Weighting
40%
Assessment Criteria
Question 1.1: Complete a Strength, Weakness, Opportunity and Threat (SWOT) analysis of the current situation (9 marks)

- Creation of a employee engagement survey. Collection and validation of data from the ballot - 5 marks
- Outlined at least 2 points for each strength, weakness, opportunity and threat - 4 marks

Question 1.2: Identify the previous management and leadership styles and influence on the workplace culture (13 marks)

- Outlined previous management and leadership styles - 5 marks
- Defined current culture climate impact on employee attitudes and engagement - 4 marks
- Defined current culture climate impact on employee productivity - 4 marks

Question 1.3: Provide suggestions how changes to current workplace leadership will provide a positive impact on employee engagement and productivity - (12 marks)

- Discussed future state leadership behavioural commitments- 4 marks

- Described at least 4 talent focused actions for the workplace- 4 marks
- Described at least 4 communication methods for communicating organisational needs and updates - 4 marks

Question 2.1: Outline a leadership plan with proposed benefits over a 12 month implementation - (12 marks)

- Discussed the preferred engagement strategy for each workgroup (Senior Management, Supervisors, Professionals and Support Teams) - 5 marks
- Skills and Training needs analysis table to define current and future state- 7 marks

Question 2.2: Identify amendments to the Value Chain as an enabler to employee productivity - (12 marks)

- Explained Infrastructure requirements - 4 marks
- Explained Human Resource requirements- 4 marks
- Explained technology requirements - 4 marks
- Explained Procurement requirements - 4 marks
- Referred to researched information in at least 3 cases - 3 marks

Question 2.3: Identify amendments to the Value Chain as an enabler to employee productivity - (12 marks)

- Compared at least 3 leadership strategies aligned to high performing teams - 4 marks
- Referred to researched information in at least 3 cases - 3 marks

Question 2.4: Outline change agent milestones to be achieved at 1, 3, 6 and 12 months KPIs. Cost saving initiatives / trend against forecasted labour savings - (18 marks)

- Summary table of milestones and Key Performance Indicators (KPIs) - 7 marks
- 12 Month graph of current contractor spend versus proposed internal rate of returns from workplace empowerment - 7 marks
- Relevant details and examples are provided and concepts are clearly contextualised - 4 marks

Report structure, clarity of expression, grammar, spelling and references provided (10 Marks)

This information is to be submitted as a WORD document.

Referencing Style

- [Harvard (author-date)](#)

Submission
Online

Learning Outcomes Assessed

- Compare different organisational strategies related to asset management.
- Develop comprehensive operational requirements in leading a team of asset management professionals.
- Critique contemporary theories of leadership for effective management of assets
- Reflect on your participation in a multi-disciplinary professional network within or outside your organisation.

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