



# MGMT29004 *Transformational Leadership and Mentoring*

## Term 1 - 2022

Profile information current as at 19/05/2024 06:49 am

All details in this unit profile for MGMT29004 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

Leadership and mentoring are key skills required for effective business consultancy. Leadership is defined as the ability to influence others in a goal directed path, with transformational leadership specifically focussing on collaborative endeavours to work through change. Mentoring involves a long-term, supportive relationship between mentor and mentee, in which mentees take control of the process of personal and professional development with encouraging support from their mentor. In this unit, you will develop an understanding of the differences between mentoring and leadership. You will address specific aspects of different mentoring and leadership styles, including their appropriateness and impact given people and cultural context. You will critically examine the individual attributes such as values, personality, motivation and the use of power and how they affect individual and team performance. You will also gain an appreciation of the key role played by organisational leaders and mentors (both within the organisation and external, such as business consultants) in the implementation and alignment of the United Nation's Sustainable Development Goals and how organisations and businesses can become institutions of positive social change as well as meeting the needs of shareholders and/or stakeholders.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

There are no requisites for this unit.

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 - 2022

- 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: 40%

#### 2. **Presentation**

Weighting: 20%

#### 3. **Take Home Exam**

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](#).

## Unit Learning Outcomes

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

1. Analyse and critically reflect on the contribution made by leaders and mentors in different organisational settings, in particular their role in fostering commitment to Sustainable Development Goals
2. Evaluate the impact of different approaches to mentoring and leading on employees and consultancy clients
3. Apply established mentoring and leadership theories, both independently and collaboratively, to effectively identify and manage organisational and individual performance issues and change
4. Interpret and successfully apply knowledge, skills and ideas related to leading and mentoring to a range of internal and external stakeholders
5. Analyse critically and reflect on cultural differences in leadership and mentoring and the implication for followers.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes

 N/A Level	 Introductory Level	 Intermediate Level	 Graduate Level	 Professional Level	 Advanced Level
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### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Written Assessment - 40%	•	•	•	•	•
2 - Presentation - 20%	•		•	•	
3 - Take Home Exam - 40%		•			•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
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					

### Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Written Assessment - 40%	◦	◦		◦	◦	◦	◦	
2 - Presentation - 20%	◦	◦		◦	◦	◦		
3 - Take Home Exam - 40%	◦	◦	◦		◦	◦		

## 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)
- Zoom (both microphone and webcam capability)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Geoffrey Chapman** Unit Coordinator

[g.chapman@cqu.edu.au](mailto:g.chapman@cqu.edu.au)

## Schedule

### Week 1 - 07 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Understanding leadership	Please see Moodle for readings and materials	

### Week 2 - 14 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Characteristics of Leaders	Please see Moodle for readings and materials	

### Week 3 - 21 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Transformational Leadership	Please see Moodle for readings and materials	

### Week 4 - 28 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Group Development and Team Building	Please see Moodle for readings and materials	

### Week 5 - 04 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
Leading Today's Teams	Please see Moodle for readings and materials	

### Vacation Week - 11 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 18 Apr 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Strategic Leadership	Please see Moodle for readings and materials	<b>Written Assignment</b> Due: Week 6 Friday (22 Apr 2022) 11:59 pm AEST
Week 7 - 25 Apr 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Mentoring Skills for Developing Employees	Please see Moodle for readings and materials	
Week 8 - 02 May 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Motivation and Coaching Skills	Please see Moodle for readings and materials	
Week 9 - 09 May 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Communication and Conflict Resolution Skills	Please see Moodle for readings and materials	
Week 10 - 16 May 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Facilitation Skills	Please see Moodle for readings and materials	
Week 11 - 23 May 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Performance Management Skills	Please see Moodle for readings and materials	
Week 12 - 30 May 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Coaching Skills for Higher Performance	Please see Moodle for readings and materials	<b>Recorded Presentation</b> Due: Week 12 Monday (30 May 2022) 11:59 pm AEST
Review/Exam Week - 06 Jun 2022		
Module/Topic	Chapter	Events and Submissions/Topic
		<b>Case Study Analysis</b> Due: Review/Exam Week Friday (10 June 2022) 11:59 pm AEST

## Assessment Tasks

### 1 Written Assignment

#### Assessment Type

Written Assessment

#### Task Description

#### **Written Assignment 40% - Essay on Transformational Leadership and Sustainable Development Goals**

For this assignment, you will select a company and an SDG from a provided list. Please see Moodle for details about the companies and SDGs you can choose from.

The assignment will then comprise three parts:

Part 1: Provide evidence for the presence of, or lack of, transformational leadership within the selected company

Part 2: Provide evidence for the consideration, or non-consideration, of a selected Sustainable Development Goal within the company

Part 3: Provide recommendations for how the company could improve/implement transformational leadership initiatives

that help to achieve the selected SDG.  
Please see the Moodle site for further information about this task.

**Assessment Due Date**

Week 6 Friday (22 Apr 2022) 11:59 pm AEST

**Return Date to Students**

Week 8 Friday (6 May 2022)

As per university policy, assessments will be returned to students within 2 scheduled university weeks.

**Weighting**

40%

**Assessment Criteria**

The assignment will be assessed on the following criteria:

Understanding: 20%

Analysis: 20%

Research Skills: 20%

Recommendations: 20%

Referencing: 10%

Presentation: 10%

**Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

**Submission**

Online

**Submission Instructions**

All assessment tasks are to be submitted through Turnitin using the submission link provided on Moodle.

**Learning Outcomes Assessed**

- Analyse and critically reflect on the contribution made by leaders and mentors in different organisational settings, in particular their role in fostering commitment to Sustainable Development Goals
- Evaluate the impact of different approaches to mentoring and leading on employees and consultancy clients
- Apply established mentoring and leadership theories, both independently and collaboratively, to effectively identify and manage organisational and individual performance issues and change
- Interpret and successfully apply knowledge, skills and ideas related to leading and mentoring to a range of internal and external stakeholders
- Analyse critically and reflect on cultural differences in leadership and mentoring and the implication for followers.

**Graduate Attributes**

- Knowledge
- Communication
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

## 2 Recorded Presentation

**Assessment Type**

Presentation

**Task Description****Performance Review Appraisal Video**

For this task, you will record a Performance Review Presentation, where you will need to identify a specific area of poor performance in a provided employee summary, and provide strategies to the employee for how to effectively improve their performance. Assessment will include:

- Ability to demonstrate professionalism
- Clear explanation of the area of poor performance
- Ability to apply coaching/mentoring skills
- Identification of appropriate recommendations for improving the poor performance

See the Moodle site for more information about this assessment task.

**Assessment Due Date**

Week 12 Monday (30 May 2022) 11:59 pm AEST

**Return Date to Students**

Exam Week Monday (13 June 2022)

As per university policy, assessments will be returned to students within 2 scheduled university weeks.

**Weighting**

20%

**Assessment Criteria**

The assessment task will be assessed on the following criteria:

Professionalism: 20%

Application: 20%

Skills: 20%

Recommendations: 20%

Presentation: 20%

**Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

**Submission**

Online

**Submission Instructions**

All assessment tasks are to be submitted through Turnitin using the submission link provided on Moodle.

**Learning Outcomes Assessed**

- Analyse and critically reflect on the contribution made by leaders and mentors in different organisational settings, in particular their role in fostering commitment to Sustainable Development Goals
- Apply established mentoring and leadership theories, both independently and collaboratively, to effectively identify and manage organisational and individual performance issues and change
- Interpret and successfully apply knowledge, skills and ideas related to leading and mentoring to a range of internal and external stakeholders

**Graduate Attributes**

- Knowledge
- Communication
- Research
- Self-management
- Ethical and Professional Responsibility

### 3 Case Study Analysis

**Assessment Type**

Take Home Exam

**Task Description****Case Study Analysis**

For this assessment task, you will be provided with a detailed Case Study and several questions that require application of:

- Trait Leadership Theory
- Transformational Leadership Theory
- Group Development Theory
- Managerial Succession
- Coaching and Mentoring Concepts
- Conflict Management Theory
- Supervisory Coaching

See the Moodle site for further information about this task.

**Assessment Due Date**

Review/Exam Week Friday (10 June 2022) 11:59 pm AEST

**Return Date to Students**

The marks and feedback for the final assessment task will be released on the certification of grades date.



**Weighting**

40%

**Assessment Criteria**

This assessment task will be assessed on the following criteria:

Understanding: 20%

Analysis: 20%

Research Skills: 20%

Recommendations: 20%

Referencing: 10%

Presentation: 10%

**Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

**Submission**

Online

**Submission Instructions**

All assessment tasks are to be submitted through Turnitin using the submission link provided on Moodle.

**Learning Outcomes Assessed**

- Evaluate the impact of different approaches to mentoring and leading on employees and consultancy clients
- Analyse critically and reflect on cultural differences in leadership and mentoring and the implication for followers.

**Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Self-management
- Ethical and Professional Responsibility

## 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