MGMT29012 *Managing and Leading in Organisations*
Semester 1 - 2021

Profile information current as at 25/04/2024 03:16 pm

All details in this unit profile for MGMT29012 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

Organisations are social entities and as such require the coordination and alignment of activities undertaken by people to achieve organisational goals. Management is defined as working with and through others whilst leadership is defined as the ability to influence others in a goal directed path. In this unit you will develop an understanding of the differences between management and leadership. You will address specific aspects of different management and leadership styles, including delegation and performance management, 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 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

Students enrolling in this unit must be undertaking the CL84 Master of Business Administration (International). 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 Semester 1 - 2021

- Jakarta

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.

Assessment Overview
1. **Written Assessment**
Weighting: 50%
2. **Presentation**
Weighting: 30%
3. **Case Study**
Weighting: 20%

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 managers in different organisational settings, in particular their role in fostering commitment to sustainable development goals
2. Evaluate the impact of different approaches to managing and leading on employees
3. Apply established management and leadership theories both independently and collaboratively to effectively identify and manage organisational and individual performance issues
4. Interpret and successfully apply knowledge, skills and ideas related to leading and managing people to a range of internal and external stakeholders
5. Analyse critically and reflect on cultural differences in leadership and the implication for followers.

Alignment of Learning Outcomes, Assessment and Graduate Attributes

Legend: — 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
1 - Written Assessment - 50%	●	●	●	●	●
2 - Presentation - 30%	●		●	●	
3 - Case Study - 20%		●			●

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 - 50%	○	○		○	○	○	○	
2 - Presentation - 30%	○	○		○	○	○		
3 - Case Study - 20%	○	○	○		○	○		

Textbooks and Resources

Textbooks

> ### Information for Textbooks is not yet available.
> The textbooks have not yet been finalised.

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: [American Psychological Association 7th Edition (APA 7th edition)](#)
For further information, see the Assessment Tasks.

Teaching Contacts

Derry Habir Unit Coordinator
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Schedule

Topic 1: Introduction to Management and Leadership - 12 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Management and Leadership Differentiating management and leadership Reviewing the history of managerial thought Management Models and approaches: 1. Fayol's Administrative Model 2. Mintzberg's 10 Managerial Roles. Management and Leadership in Indonesia.	Daft (2015) Ch 1 & 2 Whetten & Cameron (2016) Ch 1 Quinn et al. (2015) Ch 1 Lussier and Achua (2016) Ch 1 Gosling and Mintzberg (2004) Schermerhorn et al. (2020) Ch 2 Irawanto, D. W. (2009) Refer to the Moodle site for full citation of recommended readings.	

Topic 2: Professionalism, Ethics and Decision Making. - 19 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Professionalism, Ethics and Decision Making What is a professional manager or leader? What are the ethical duties of management and leadership? Ethical decision making: How do we make informed and ethical decisions using a simplified approach.	Daft (2015) CH 6 Velasquez et al. (2017) Segon and Booth (2015) Lussier and Achua (2016) Ch 2 & 10 de Janasz et al. (2015) Ch 18 Schermerhorn et al. (2020) Ch 5 Refer to the Moodle site for full citation of recommended readings.	

Topic 3: Emotional Intelligence and Self Awareness - 26 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic

Emotional Intelligence and Self
Awareness
Distinguishing EI from IQ
The input based approaches to
competency
Review of the ESCI model
Self-awareness and the importance of
reflection in management and
leadership.

Daft Ch 5
Whetten & Cameron (2016) Ch: 3
Quinn et al. (2015) Ch 1
Goleman (2017)
de Janasz et al. (2015) Ch 1 & 2
Refer to the Moodle site for full
citation of recommended readings.

Topic 4: Leadership 1: Situational Leadership - 02 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Leadership 1: Situational Leadership Understanding leadership styles based on context Situational Leadership: 1. Fielder's contingency model 2. Hershey and Blanchard 3. Vroom's Expectancy Model	Daft (2015) Ch 3 Lussier and Achua (2016) Ch 4 Schermerhorn et al. (2020) Ch 13 Refer to the Moodle site for full citation of recommended readings.	

Topic 5: Authentic Leadership - 09 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Authentic Leadership Transformational vs transactional leadership Authentic leadership and followership Kouzes and Posner's 5 leadership practices	Daft (2015) Ch 5 & 7 Kouzes and Posner (2013) Lussier and Achua (2016) Ch 7 & 9 Schermerhorn et al. (2020) Ch 13 Refer to the Moodle site for full citation of recommended readings.	

UNIVERSITY VACATION - 16 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic

Topic 6: Understanding Others: Motivation - 23 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Understanding Others: Motivation Intrinsic vs extrinsic motivation Needs based approaches: Maslow and Hertzberg Process Approaches: Equity theory	Daft (2015) Ch 8 Whetten & Cameron (2016) Ch 8 Quinn et al. (2015) Module 3 pp 194-210a Lussier and Achua (2016) Ch 3 Schermerhorn et al. (2020) Ch 15 Refer to the Moodle site for full citation of recommended readings.	

Topic 7: Effective Delegation and Managing Performance - 28 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Effective Delegation and Empowerment Strategies for effective delegation Authority and Responsibility: The Tannenbaum and Schmidt continuum and Leadership. Sources of poor performance Types of performers and strategies for dealing with employees (the Potential Productivity Matrix). The importance of process and procedural fairness in performance management.	Daft (2015) Ch 12 Whetten & Cameron (2016) Ch: 7 & 14 Quinn et al. (2015) Module 4 pp 243-257 Lussier and Achua (2016) Ch 5 de Janasz et al. (2015) Ch 6, 7, 9 & 10 Schermerhorn et al. (2020) Ch 12 Buckingham and Goodall, (2015)Refer to the Moodle site for full citation of recommended readings.	

Topic 8: Developing Power and Influence - 29 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic

Module/Topic	Chapter	Events and Submissions/Topic
Developing Power and Influence Understanding and developing power bases Individual and organisational sources of power. French and Raven's 5 power bases Ethical use of power Influence strategies	Daft (2015) Ch 12 Whetten & Cameron (2016) Ch: 7 Quinn et al. (2015) Module 4 pp 243-257 Lussier and Achua (2016) Ch 5 de Janasz et al. (2015) Ch 9 & 10 Refer to the Moodle site for full citation of recommended readings.	

Topic 9: Conflict Management - 30 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Managing Conflict and Negotiation Understanding the sources of conflict Conflict as a process Conflict handing behaviours Integrative and distributive negotiation	Whetten & Cameron (2016) Ch 9 Quinn et al. (2015) Module 1 pp 88-102 & Module 4 pp 283-293 Lussier and Achua (2016) Ch 5 de Janasz et al. (2015) Ch 11 & 12 Refer to the Moodle site for full citation of recommended readings.	

Topic 10: Managing Up and Dysfunctional Leaders - 31 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Identifying the 6 managerial styles and behaviours and the impact on others. Types of ineffective and dangerous leaders and managers: • corporate psychopaths • narcissist • incompetents Different Types of Narcissists Developing "managing up strategies"	Cooper, C. L., Makin, P. and Cox, C. (1993), 'Managing the Boss', Leadership & Organization Development Journal, Vol. 14, No. 5, 1993, pp. 28-32. Gabarro, J. J. and John P. Kotter, J. P. (2005), 'Managing Your Boss', Harvard Business Review, Vol. 83, No. 1, pp. 92 - 99. Herman, B. K. (2008), 'Managing Up: Dynamic Following in an Organizational Setting', The Physician Executive, pp. 46 -49. Matejka, J. K. (2007), 'Managing the Difficult Boss', Journal of Managerial Psychology, Vol. 3, No. 1, pp. 3 – 7. Owen, J. (2007) 'Manage your boss', Industrial and Commercial Training, Vol. 39, Iss. 2, pp.79 - 84, Turk, W. (2007), 'The Art of Managing Up', Defense AT&L, pp. 21 -23. Rosenbach et al. (2012) Chpts 16, 19 & 20 Maccoby Ch 1 Rosenthal, Seth & Pittinsky, Todd. (2006). Narcissistic Leadership. The Leadership Quarterly. 17. 617-633. Knight, R (2016) How to work for a narcissistic boss, Harvard Business Review, April, Further readings posted on Moodle	

Topic 11: International Perspectives - 01 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Global perspectives on leadership and international business Global leadership competencies The "Globe" studies of international leadership Leadership in cultural contexts. International business challenges: bribery and corruption and International legislation.	Daft Ch 11 Nitin and Khurana (2010) Ch 20 Lussier and Achua (2016) Ch 10 Hassanzadeh et al., (2015) Mendenhall et al., (2017) Molisky (2017) [In HBR Guide to Emotional Intelligence] Schermerhorn et al. (2020) Ch 4 House et al.,(2002) Refer to the Moodle site for full citation of recommended readings.	

Module/Topic	Chapter	Events and Submissions/Topic
Group Presentations, Unit Review and Case Preparation		**Group Analysis and Presentation** Due: Week 12 Friday (8 Oct 2021) 6:00 pm AEST

Assessment Tasks

1 Effective Management and Leadership

Assessment Type
Written Assessment

Task Description
The purpose of the assignment is to increase the student's understanding of what constitutes effective management and leadership practice within organisational context. Students will also increase their own level of self- awareness by reflecting on their level of management and leadership capability. Student will complete three diagnostic tools, with at least one related to management and one related to leadership, and reflect on the results in the light of the better practices identified in the first part of the assignment. Students are expected to use examples from their own practice or observations to illustrate key aspects effective management and leadership practice.
Word Count: 1800-2000 words

Assessment Due Date
Week 7 Friday (3 Sept 2021) 6:00 pm AEST
Students are to submit via the Moodle site

Return Date to Students
Week 9 Friday (17 Sept 2021)
Feedback will be provided via Feedback Studio in Moodle

Weighting
50%

Assessment Criteria

1. Clear definition and overview of the management and leadership
2. A concise summary of the key theories and concepts related to management, leadership and self-awareness.
3. The use of a minimum of three diagnostic tools one related to management and the other to leadership.
4. A concise reflection on the results of the tools and how these enhance greater awareness of individual management and leadership practice
5. Breadth and quality of research, using a minimum of 12 academic sources
6. Correctly using the APA in text referencing system to cite academic source

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
Submission of assignments is through the Moodle platform

Learning Outcomes Assessed

- Analyse and critically reflect on the contribution made by leaders and managers in different organisational settings, in particular their role in fostering commitment to sustainable development goals
- Evaluate the impact of different approaches to managing and leading on employees
- Apply established management and leadership theories both independently and collaboratively to effectively identify and manage organisational and individual performance issues
- Interpret and successfully apply knowledge, skills and ideas related to leading and managing people to a range of internal and external stakeholders
- Analyse critically and reflect on cultural differences in leadership and the implication for followers.

Graduate Attributes

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

2 Group Analysis and Presentation

Assessment Type
Presentation

Task Description
Students are to prepare a presentation addressing specific aspect of leadership practice. Students will be allocated to groups in Week 6 of term. The size and composition of groups will be determined by the class facilitator and will normally not be negotiable.

Each group will select two prominent leaders or managers, of which one must be a business leader. The specific task is to analyse the behaviour of each, citing examples to illustrate and then contrasts these against management and leadership models and theories to determine the extent of effective or ineffective practice. Students are expected to refer not only to leadership and management theories, but also specific concepts studied throughout the term including ethics motivation delegation power and influence etc and how these leaders and managers use these aspects as part of their practice and assess the impact on followers.

This is a pass-fail activity and students must be in a group; students cannot undertake this task individually.

Students are to prepare a presentation addressing specific aspect of leadership practice. Students must upload their presentation which consists of the PowerPoint slides, and an executive summary of approximately 1200-1500 words and a reference list to the Moodle site by the due date.

Presentation: 15 - 20 minutes per group.

Written Summary: 1200-1500 words (maximum).

Assessment Due Date
Week 12 Friday (8 Oct 2021) 6:00 pm AEST
Students are to present in class with the written report due at the end of the week

Return Date to Students
Exam Week Friday (22 Oct 2021)

Weighting
30%

Assessment Criteria

- Quality of research – Demonstrate a thorough knowledge of relevant concepts/materials through use of a minimum of 12 academic quality sources (including a minimum of five relevant peer-reviewed academic journal articles).
  Application of theory – Ability to incorporate relevant key leadership and management terms, theories, models, and concepts.
  Ability to use specific examples of leader and management behaviours to illustrate effective or ineffective practice.
  Presentation structure - Concise and structured presentation with introduction, main presentation and conclusion.
- Delivery – Ability to effectively use audio visuals and verbal communication delivered within the time allocation.
- Team work - Ability to work in a collaborative and effective manner as a team.

Referencing Style

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

Submission
Online

Submission Instructions
The written report is to be submitted via the Moodle platform

Learning Outcomes Assessed

- Analyse and critically reflect on the contribution made by leaders and managers in different organisational

settings, in particular their role in fostering commitment to sustainable development goals
- Apply established management and leadership theories both independently and collaboratively to effectively identify and manage organisational and individual performance issues
- Interpret and successfully apply knowledge, skills and ideas related to leading and managing people to a range of internal and external stakeholders

Graduate Attributes

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

3 Take Home Case Analysis

Assessment Type
Case Study

Task Description
In week 11 a case study will be distributed to all students but without any questions. You will have approximately 2 weeks to familiarise yourself with the case and the events and decisions described in the scenario.
During Week 14 on a specific date, you will be asked to answer a series of questions requiring you to apply your understanding of the unit content directly to the case. These will be made available 10 minutes prior to the opening of the submission.
This will be a time limited submission. You will have 90 minutes to respond to a series of questions regarding the case that will require integrated answers utilising a variety of management and leadership concepts from the unit. You may use texts, journals and notes in responding to the questions.
As this is an open book style response, accurate use of concepts, terms and models is expected.
No marks will be awarded for correct definitions or terms, however marks will be deducted for student who incorrectly use ethical terms and concepts.
The focus of the assessment is on correct application and analysis.
Referencing is not required for this assessment.
However any submission forwarded after the scheduled submission time, will be penalised at 5% off per hour.

Assessment Due Date
Exam Week Monday (18 Oct 2021) 6:00 pm AEST

Return Date to Students

Weighting
20%

Assessment Criteria
No Assessment Criteria

Referencing Style

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

Submission
No submission method provided.

Learning Outcomes Assessed

- Evaluate the impact of different approaches to managing and leading on employees
- Analyse critically and reflect on cultural differences in leadership 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