



MGMT29012 Managing and Leading in Organisations

Term 1 - 2022

Profile information current as at 26/05/2022 08:36 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 Term 1 - 2022

- 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.

Class Timetable

[Regional Campuses](#)

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

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

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](#).

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 MBA Director and Indonesian unit coordinator.

Feedback

Increased contextualisation

Recommendation

Ongoing review of content with an emphasis on application of management and leadership to reflect an Asian perspective in addition to global examples.

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



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	○			○	

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
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

There are no required textbooks.

Additional Textbook Information

This unit does not use a prescribed (required) textbook, however a numerous of texts are recommended. Please refer to the unit outline for further details.

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

Parulian Hutapea Unit Coordinator
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Malcolm Johnson Unit Coordinator
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Schedule

Topic 1: Introduction to Management and Leadership - 07 Mar 2022

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.	Essential: Daft (2015) Ch 1 & 2 Recommended: Schermerhorn et al. (2020) Ch 2 Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list. Start thinking about forming a group for Assessment 2. Groups need to be formed no later than Week 6.

Topic 2: Professionalism, Ethics and Decision Making - 14 Mar 2022

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.	Essential: Daft (2015) Ch 6 Recommended: Schermerhorn et al. (2020) Ch 5 Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.

Topic 3: Emotional Intelligence and Self Awareness - 21 Mar 2022

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.	Essential: Daft Ch 5 Recommended: Scan the book by Goleman (2017) Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.

Topic 4: Leadership 1: Situational Leadership - 28 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Leadership 1: Situational Leadership. Understanding leadership styles based on context, situation and task. Situational Leadership: 1. Fielder's contingency model 2. Hershey and Blanchard 3. Vroom's Expectancy Model	Essential: Daft (2015) Ch 3 Recommended: Schermerhorn et al. (2020) Ch 13 Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.

Topic 5: Authentic Leadership. - 04 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Authentic Leadership and genuineness.
Transformational vs transactional leadership
Authentic leadership and followership
Kouzes and Posner's 5 Exemplary leadership practices.

Essential: Daft (2015) Ch 5 & 7
Recommended: Schermerhorn et al. (2020) Ch 13
Refer to the **eReading list** in Moodle for full citations as well as additional recommended readings

Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.
Finalise Group formation by choosing a Group from the list provided in Moodle

Vacation Week - 11 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Topic 6: Understanding Others: Motivation. - 18 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
Understanding Others: Motivation Intrinsic vs extrinsic motivation Content based theories of Motivation: Needs approaches: Maslow and Hertzberg, McClelland.	Essential: Daft (2015) Ch 8 Recommended: Schermerhorn et al. (2020) Ch 15 Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list. Groups are finalised and locked this Friday; no late changes are permitted.

Topic 7: Effective Delegation and Managing Performance. - 25 Apr 2022

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.	Essential: Daft (2015) Ch 12 Recommended: Schermerhorn et al. (2020) Ch 12 Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list. Effective Management and Leadership. Due: Week 7 Monday (25 Apr 2022) 6:00 pm AEST

Topic 8: Developing Power and Influence. - 02 May 2022

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	Essential: Daft (2015) Ch 12 Refer to the eReading list in Moodle for full citation as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.

Topic 9 Conflict Management and Negotiation - 09 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
Managing Conflict and Negotiation Understanding the sources of conflict Conflict as a process: Robbins vs Quinn Models. Conflict handling behaviours Integrative and distributive negotiation	Essential: Whetten & Cameron (2016) Ch: 9 Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.

Topic 10: Managing Up and Understanding Dysfunctional Leaders - 16 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Identifying the 6 managerial styles and behaviours and the impact on others.

Types of ineffective and dangerous leaders and managers:

- corporate psychopaths
- narcissist
- incompetents

Coping strategies.

Different Types of Narcissists

Developing "managing up strategies"

Essential: Rosenbach et al. (2012)
Chpts 16, 19 & 20

Recommended: Gabarro, J. J. and John P. Kotter, J. P. (2005), 'Managing Your Boss', Harvard Business Review, Vol. 83, No. 1, pp. 92 - 99.

Refer to the **eReading list** in Moodle for full citations as well as additional recommended readings

Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.

Topic 11: International Perspectives - 23 May 2022

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.	Essential: Daft Ch 11 Recommended: Schermerhorn et al. (2020) Ch 4 Refer to the eReading list in Moodle for full citations as well as additional recommended readings	Workshop requirements are provided in Moodle each week. Please prepare for these by accessing the recommended readings in the eReading list.

Week 12: Group Presentations and Case Analysis Preparation - 30 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
Group Presentations, Unit Review and Case Preparation		Preparation for group presentations and case analysis. Leadership and Management in Practice Due: Week 12 Monday (30 May 2022) 6:00 pm AEST

Review/Exam Week - 06 Jun 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 13 Jun 2022

Module/Topic	Chapter	Events and Submissions/Topic
		Take Home Case Study. Due: Exam Week Monday (13 June 2022) 11:45 pm AEST

Assessment Tasks

1 Effective Management and Leadership.

Assessment Type

Written Assessment

Task Description

The purpose of the assignment is to increase your understanding of what constitutes effective management and leadership practice within an organisational context. You will also increase your own level of self-awareness by reflecting on your level of management and leadership capability. You will need to complete three diagnostic tools, 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. To get the most value from this task, you are expected to use examples from your own practice or observations to illustrate key aspects effective management and leadership practice.

Assessment Due Date

Week 7 Monday (25 Apr 2022) 6:00 pm AEST

Return Date to Students

Week 9 Monday (9 May 2022)

Feedback is provided via Feedback Studio

Weighting

50%

Assessment Criteria

1. Clear definition and overview of the management and leadership (5%)
2. A concise summary of the key theories and concepts related to management, leadership and self-awareness (10%)
3. The use of a minimum of three diagnostic tools one related to management and the other to leadership (15%)
4. A concise reflection on the results of the tools and how these enhance greater awareness of individual management and leadership practice (10%)
5. Breadth and quality of research, using a minimum of 12 academic sources (5%)
6. Correctly using the APA in text referencing system to cite academic source (5%)

The assessment will be marked against the rubric criteria detailed above and will be made available on the Moodle page.

Referencing Style

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

Submission

Online

Submission Instructions

Submission of the assignment is through Turnitin on the Moodle platform for MGMT29012

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 Leadership and Management in Practice

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 Monday (30 May 2022) 6:00 pm AEST

Presentation due in class.

Return Date to Students

Exam Week Monday (13 June 2022)

Feedback provided in class.

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). (5%)
- Application of theory - Ability to incorporate relevant key leadership and management terms, theories, models, and concepts. (10%)
- Ability to use specific examples of leader and management behaviours to illustrate effective or ineffective practice. (5%)
- Presentation structure and delivery - Concise and structured presentation using audio visuals and verbal communication with an introduction, main presentation and conclusion. (5%)
- Team work - Ability to work in a collaborative and effective manner as a team (5%)

The assessment will be marked against the rubric criteria detailed above and will be made available on the Moodle page.

Referencing Style

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

Submission

Online Group

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 Study.

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 ethical 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 (13 June 2022) 11:45 pm AEST

Return Date to Students

The case result will be released at the time of the Certification of Grades

Weighting

20%

Assessment Criteria

Specific to the questions that will be provided 10 minutes before the Case opens, you will need to demonstrate in those answers:

- Correct use of leadership and Management theories and content
- Ability to analyse management and leadership practice
- Ability to construct a report style paper in limited time to simulate business pressure.

Referencing Style

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

Submission

Online

Submission Instructions

Submission of your case responses via Turnitin in Moodle

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