MGMT29012 *Managing and Leading in Organisations*
Term 2 - 2023

Profile information current as at 15/05/2024 09:28 am

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 2 - 2023

- 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.

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 Informal student feedback

Feedback
Increased contextualisation to the Indonesian context

Recommendation
Provide more contextualisation, e.g. with the help of local case studies and examples.

Feedback from Indonesian tutor feedback

Feedback
Increased and more explicit focus on Sustainable Development Goals (SDGs)

Recommendation
Incorporate the SDGs more explicitly and consistently in the unit materials and assessments.

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

— 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

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

Ningky Sasanti Unit Coordinator
n.sasanti@cqu.edu.au
Pranakusuma Sudhana Unit Coordinator
p.sudhana@cqu.edu.au
Stephanie Macht Unit Coordinator
s.macht@cqu.edu.au

Schedule

Week 1: Introduction to Management and Leadership - 10 Jul 2023

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.**

Week 2: Professionalism, Ethics and Decision Making - 17 Jul 2023

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.

Week 3: Emotional Intelligence and Self-Awareness - 24 Jul 2023

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.

Week 4: Situational Leadership - 31 Jul 2023

Module/Topic	Chapter	Events and Submissions/Topic
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.

Week 5: Authentic Leadership - 07 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic

Authentic Leadership:
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

Vacation Week - 14 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic

Week 6: Understanding Others: Motivation - 21 Aug 2023

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.**

Week 7: Effective Delegation and Managing Performance - 28 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
Effective Delegation and Managing Performance: 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. **Assessment 1: Effective Management and Leadership** Due: Week 7 Thursday (31 Aug 2023) 6:00 pm AEST

Week 8: Developing Power and Influence - 04 Sep 2023

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.

Week 9: Conflict Management and Negotiation - 11 Sep 2023

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 handing 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.

Week 10: Managing Up and Understanding Dysfunctional Leaders - 18 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic

Managing Up and Understanding Dysfunctional Leaders:
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) Ch 16, 19 & 20
Recommended: Gabarro, J. J. and John P. Kotter, J. P. (2005), 'Managing Your Boss', *Harvard Business Review, 83(*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.

Week 11: International Perspectives - 25 Sep 2023

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 iInternational legislation	Essential: Daft (2015) 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 - 02 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic
		Preparation for group presentations and case analysis.
Group Presentations, Unit Review and Case Preparation		**Assessment 2: Leadership and Management in Practice** Due: Week 12 Thursday (5 Oct 2023) 6:00 pm AEST

Review/Exam Week - 09 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic

Exam Week - 16 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic
		Take Home Case Study Due: Exam Week Friday (20 Oct 2023) 1:00 am AEST

Assessment Tasks

1 Assessment 1: Effective Management and Leadership

Assessment Type
Written Assessment

Task Description
This is an individual, written assessment, in the form of an essay.
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 at least 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 of effective management and leadership practice. Please attach the results of the diagnostic tools as an appendix.

The required length for this essay is 1,500 - 1,800 words, excluding title page, diagrams, tables, appendices, and reference list. You must use common font (e.g. Arial, Calibri, Times New Roman, etc.) with font size 11 or 12, as well as appropriate margins and spacing.

All sources, which you have used in your essay, need to be referenced correctly in the text AND within a reference list at the end of the essay. You are required to use a MINIMUM of 12 suitable, high-quality academic sources.

Assessment Due Date
Week 7 Thursday (31 Aug 2023) 6:00 pm AEST
Please submit your report as a Word document via Moodle.

Return Date to Students
Week 9 Thursday (14 Sept 2023)
Feedback is provided via Moodle within 2 weeks of submission.

Weighting
50%

Assessment Criteria
As a Masters-level student, you are required to engage in research as per the Australian Qualifications Framework (AQF) guidelines. Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each unit in your Masters program has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as a Masters student, demonstrate an ability to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research. This is an advanced level unit, and accrediting bodies are also looking for evidence of independent research, so the ability to conduct this project without continually relying on your tutors and lecturers is an important part of the learning process for this unit.

You should ensure that you understand the specific research that is required for each assessment piece and recognise that if you merely meet this minimum requirement, you will receive the minimum grade for demonstrated research. Your attention is drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE. A full list of references must be submitted as part of the assessment. Your assignment will be marked on the following criteria; detailed marking rubrics are available in Moodle:

1. Clear definition and overview of management and leadership (10%)
2. A concise summary of the key theories and concepts related to management, leadership, and self-awareness (20%)
3. The use of a minimum of three diagnostic tools (at least one related to management and at least one related to leadership) (30%)
4. A concise reflection on the results of the tools and how these enhance greater awareness of individual management and leadership practice (20%)
5. Breadth and quality of research, using a minimum of 12 academic sources (10%)
6. Correctly using the APA referencing system to cite an academic source (in-text and in the reference list) (10%)

Late submission and academic misconduct penalties will be applied in accordance with the university policies.

Referencing Style

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

Submission
Online

Submission Instructions
Please submit the Assessment 1 to Moodle with a consideration that Moodle is following the Australian Eastern Time Zone.

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 Assessment 2: Leadership and Management in Practice

Assessment Type
Presentation

Task Description
This is a group assignment consisting of a verbal presentation (with PowerPoint slides) and a written executive summary in the form of a report.
Students are to prepare a presentation addressing specific aspects of leadership practice. Students will be allocated to groups by 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 contrast 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 a specific aspect of leadership practice. Students must upload their PowerPoint slides and executive summary (Word document) to the Moodle site by the due date.
Presentation: 15 - 20 minutes per group.
Written Summary: 1,200-1,500 words.
Each group member is required to contribute equally to both the development and delivery of the presentation and written summary. A 'Statement of Contribution' (see Moodle), recording the input of each individual member, must be emailed to the tutor by each student individually at the time of the assessment 2 submission.
The required length for the executive summary is 1,200 to 1,500 words, excluding preliminaries, diagrams, tables, appendices, and reference list. You must use common font (e.g. Arial, Calibri, Times New Roman, etc.) with font size 11 or 12, as well as appropriate margins and spacing. Preliminaries include: title page; executive summary; table of contents with numbered, hierarchical headings; and any other optional elements (e.g. table of figures, etc.) you wish to include to make your report more professional.
All sources, which you have used in your presentation and executive summary, need to be referenced correctly in the text AND within a reference list; it is expected that you have a reference list at the end of your report AND as a final slide of your PowerPoint presentation. You are required to use a MINIMUM of 12 suitable, high-quality academic sources. Amongst the references, it is required that you use a minimum of five relevant peer-reviewed academic journal articles. Since report and presentation cover the same contents, you may use the same references in both.

Assessment Due Date
Week 12 Thursday (5 Oct 2023) 6:00 pm AEST
Presentation due in class. Please submit your report and PowerPoint slides via Moodle.

Return Date to Students
Exam Week Thursday (19 Oct 2023)
Presentation feedback is provided in class. Report feedback and marks will be made available in Moodle within 2 weeks of submission.

Weighting
30%

Assessment Criteria

As a Masters-level student, you are required to engage in research as per the Australian Qualifications Framework (AQF) guidelines. Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each unit in your Masters program has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as a Masters student, demonstrate an ability to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research. This is an advanced level unit, and accrediting bodies are also looking for evidence of independent research, so the ability to conduct this project without continually relying on your tutors and lecturers is an important part of the learning process for this unit. You should ensure that you understand the specific research that is required for each assessment piece and recognise that if you merely meet this minimum requirement, you will receive the minimum grade for demonstrated research. Your attention is drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE. A full list of references must be submitted as part of the assessment. Your assignment will be marked on the following criteria; detailed marking rubrics are available in Moodle. 90% of the assessment 2 marks are for the group component and all members of the group will achieve the same grade; 10% of the assessment 2 marks are allocated to students individually, based on self- and peer-evaluation of the group members' contributions to the group assessment.

1. Quality and appropriateness of references, and accuracy of referencing – Accurate use of APA style referencing system in the text and the reference list, by using a minimum of 12 quality sources (including a minimum of five relevant peer-reviewed academic journal articles). (15% of group component)
2. Application of theory – Ability to accurately use and apply relevant key leadership and management terms, theories, models, and concepts. (30% of group component)
3. Ability to use specific examples of leader and manager behaviours to illustrate effective or ineffective practice. (25% of group component)
4. Presentation structure and delivery - Concise and structured presentation using audio visuals and verbal communication with an introduction, main presentation, and conclusion. (20% of group component)
5. Teamwork - Ability to work in a collaborative and effective manner as a team. (10% of group component)
6. Individual contribution - Ability to work as an effective and contributing individual

member of the group.

Late submission and academic misconduct penalties will be applied in accordance with the university policies.

Referencing Style

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

Submission
Online Group

Submission Instructions
Please submit the Assessment to Moodle prior to the presentation session during the Week 12 class.

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 three (3) hours to respond to a series of questions regarding the case** that will require integrated answers utilising a variety of 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 students who incorrectly use terms and concepts.
The focus of the assessment is on correct application and analysis.
Referencing is not required for this assessment.
Please note that this is a time-limited submission and late submission is NOT permissible. Late submissions will receive a mark of zero (0) if not submitted before the given deadline.

Assessment Due Date
Exam Week Friday (20 Oct 2023) 1:00 am AEST
Please submit your answers in Word document format via Moodle.

Return Date to Students

The results will be released at the time of the Certification of Grades.

Weighting
20%

Assessment Criteria
Specific to the questions (which will be provided 10 minutes before the submission opens), you will need to demonstrate the following in your answers:

- Correct use of leadership and management theories and content
- Ability to analyse management and leadership practice
- Ability to apply management and leadership theories and content to the given case
- 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
Submit your exam to Moodle before the due date.
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