MGMT3021
Leadership
Semester 2, 2014

The Leadership course aims to develop students' leadership skills and knowledge. Specific topics covered include traits and behaviours of leaders, situational and charismatic leadership, ethics and corporate social responsibility, power and politics, managing change, conflict resolution and negotiation, leading teams and the relationship between leadership and organisational performance.

Mode of Delivery | On campus
--- | ---
Prerequisites | Students must have completed 72 units
Incompatible Courses | Nil
Course Convenor/Lecturer: | Dr Richard Winter
Phone: | 02 6125 4721
Email: | richard.winter@anu.edu
Office hours for student consultation: | TBA on Wattle
Research interests | Work values of younger workers; pro-social behaviour of professionals; ethical leadership; psychological contracts; higher education management
COURSE OVERVIEW

Learning Outcomes

LO1: Understand and apply leadership theories and concepts, their foundations and strengths and weaknesses;

LO2: Define, explain and illustrate principles of effective leadership, the management of change, negotiation and conflict resolution and the role of organisational power;

LO3: Understand the importance of teams for delivering high performance;

LO4: Understand the major ethical, social pressures and challenges facing leaders today;

LO5: Apply a leadership framework to case studies and real world situations; and,

LO6: Communicate effectively using concepts from the leadership literature.

Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tutorial preparation and participation</td>
<td>10%</td>
<td>Weeks 1-13</td>
<td>LO1, LO2, LO3, LO4, LO5, LO6</td>
</tr>
<tr>
<td>2. Individual Case Study</td>
<td>40%</td>
<td>WK beg. 1 Sept</td>
<td>LO1, LO2, LO4, LO5, LO6</td>
</tr>
<tr>
<td>3. Reflection questions</td>
<td>50%</td>
<td>30 Oct</td>
<td>LO1, LO2, LO3, LO4, LO6</td>
</tr>
</tbody>
</table>

Research-Led Teaching


**Feedback**

**Staff Feedback**

Students will be given feedback in the following forms in this course:

1. A tutorial participation **mark** is posted onto Wattle in the final week of the course. The mark will reflect **preparation** for seminar activities (i.e., evidence of “marked-up” case studies and notes) and **participation** working in groups on assigned Case Study Questions (see Course Schedule below).

2. Students will receive comments on their individual case studies (estimated time 3 weeks). In addition, an overall **mark/grade** will be provided electronically (see Wattle).

3. Students will receive comments on their individual reflection questions (estimated time 2 weeks). In addition, an overall **grade** will be provided electronically (see Wattle).

**Student Feedback**

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:


**Policies**

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: [http://policies.anu.edu.au/](http://policies.anu.edu.au/)

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:

- Student Assessment (Coursework)
- Student Surveys and Evaluations
- Assessment of Student Learning
### COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week beginning</th>
<th>Lecture Topic / Critical Issue</th>
<th>Tutorial Activity</th>
<th>Required student preparation</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 July</td>
<td>Course introduction and overview &lt;br&gt;Theories of Leadership &lt;br&gt;Leadership and Management</td>
<td>No tutorial</td>
<td>Introduction¹&lt;br&gt;Chapter 1&lt;br&gt;Case Study 1 &amp; 3¹</td>
<td>Reflection Questions Ch 1 (3 &amp; 6)</td>
</tr>
<tr>
<td>28 July</td>
<td>Perspectives on Leadership Context</td>
<td>Case Study Question 1 (Ch 1 textbook)¹</td>
<td>Chapter 5 &lt;br&gt;Engaging students in CMS²</td>
<td>Reflection Questions Ch 5 (7 &amp; 8)</td>
</tr>
<tr>
<td>4 Aug</td>
<td><strong>Individual Approaches:</strong>&lt;br&gt;Leader Traits, Skills, Styles and Intelligences</td>
<td>Case Study Question 2 (Ch 2 textbook)</td>
<td>Chapter 2 &lt;br&gt;Case Study 2</td>
<td>Reflection Questions Ch 2 (4 &amp; 5)</td>
</tr>
<tr>
<td>11 Aug</td>
<td>Charismatic and Transformational Leadership</td>
<td>Case Study Question 3 (Ch 4 textbook)</td>
<td>Chapter 4 &lt;br&gt;Case Study 3</td>
<td>Reflection Questions Ch 4 (3 &amp; 5)</td>
</tr>
<tr>
<td>18 Aug</td>
<td>Ethical and Principled Leadership</td>
<td>Case Study 4 textbook, What links between ethical leadership and altruism are evident in the case?</td>
<td>Chapter 13 &lt;br&gt;Principled legal firm²&lt;br&gt;Case Study 4</td>
<td>No Reflection Questions</td>
</tr>
<tr>
<td>25 Aug</td>
<td>Followership, Psychoanalytic and Relational Approaches</td>
<td>Case Study Question 1 (Ch 6 textbook)</td>
<td>Chapter 6 &lt;br&gt;Case Study 3</td>
<td>Reflection Questions Ch 6 (3 &amp; 6)</td>
</tr>
<tr>
<td>1 Sept</td>
<td>Power, Authority and Persuasion</td>
<td>Case Study Question 2 (Ch 7 textbook)</td>
<td>Chapter 7 &lt;br&gt;Case Study 2</td>
<td><strong>XX</strong> Case Study Q 3 (Ch 13 textbook) &lt;br&gt;Due <strong>XX</strong></td>
</tr>
<tr>
<td>Week beginning</td>
<td>Lecture Topic / Critical Issue</td>
<td>Tutorial Activity</td>
<td>Required student preparation</td>
<td>Assessment</td>
</tr>
<tr>
<td>----------------</td>
<td>-------------------------------</td>
<td>-------------------</td>
<td>-------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Semester break 8th to 19th September</td>
</tr>
<tr>
<td>22 Sept</td>
<td><strong>Adaptive Leadership Approaches:</strong> Contingency and LMX Theories</td>
<td>Case Study Question 1 (Ch 3 textbook)</td>
<td>Chapter 3 Case Study 1</td>
<td>Reflection Questions Ch 3 (1 &amp; 7)</td>
</tr>
<tr>
<td>29 Sept</td>
<td>Team and Distributed Leadership Conflict Resolution</td>
<td>GFAC Consulting²</td>
<td>Chapter 9 GFAC Consulting²</td>
<td>Reflection Questions Ch 9 (2 &amp; 5)</td>
</tr>
<tr>
<td>6 Oct</td>
<td>Strategic Leadership and Leading Change</td>
<td>Case Study Question 4 (Ch 8 textbook)</td>
<td>Chapter 8 Case Studies 4 &amp; 6</td>
<td>Reflection Questions Ch 8 (5 &amp; 6)</td>
</tr>
<tr>
<td>13 Oct</td>
<td><strong>Critical Issues in Leadership:</strong> Learning and Development</td>
<td>Case Study Question 2 (Ch 11 textbook)</td>
<td>Chapter 11 Case Study 2</td>
<td>Reflection Questions Ch 11 (5 &amp; 7)</td>
</tr>
<tr>
<td>20 Oct</td>
<td>Gender and Diversity</td>
<td>Case Study Question 2 (Ch 12 textbook)</td>
<td>Chapter 12 Case Studies 4 &amp; 5</td>
<td>Reflection Questions Ch 12 (5 &amp; 7)</td>
</tr>
<tr>
<td>27 Oct</td>
<td>Leadership as an Identity Summary and Review</td>
<td>Case Study 3. What kind of leader is Mike trying to be? Is this leader ‘identity’ similar to or different to Frank’s identity as a leader? How may this impact on Mike’s success at work?</td>
<td>Chapter 14 Case Study 3</td>
<td>XX Reflection Questions Due by 30 Oct XX</td>
</tr>
</tbody>
</table>

¹ Prescribed textbook ‘Studying Leadership: Traditional and Critical Approaches’ (Schedlitzki, D. & Edwards, G, 2014)
² Wattle course website
ASSESSMENT REQUIREMENTS

1. Tutorial Preparation and Participation (10%)

All students need to **prepare** for tutorial activities (i.e., evidence of “marked-up” case studies and notes) and **participate** in groups on assigned Case Study Questions (see Course Schedule) to get the full mark. Students (in pairs) may be asked to lead the tutorial discussion. Students attending **less than** 10 tutorials will not receive the participation mark.

2. Individual Case Study (40%)

Read and analyse Case Study 5 (The Pierian Centre) in your prescribed textbook. Critically reflect on the ethical, authentic, and morally based leadership reviewed in Chapter 13 and discussed in the Principled Legal Firm article (Week 5, Wattle). Then address the following two questions:

1. How is ethical, authentic and morally based leadership demonstrated in the Pierian Centre case study? [30 marks]

**Marking guide**

- Key leadership concepts defined/cited correctly
- Key concepts identified correctly in case
- Critical reflections on key concepts identified in case

2. Why might ethical, authentic and morally based leadership be considered effective? How might these forms of leadership be ineffective? [10 marks]

- Explanation of “effective” leadership linked to concepts
- Explanation of “ineffective” leadership linked to concepts

**Word limit:** 2,000 words (excluding Attachments such as evidence of case study analysis and References)

**Value:** 40%

**Estimated return date:** 3 weeks after submission
Referencing requirements: Students are expected to cite the case when answering the questions. For example, June Burroughs “recruited staff primarily on the basis of their values” (p. 294). The Harvard system is preferred (e.g. Kotter, 1990) for citing authors referred to in the textbook or elsewhere. A full reference list should be included at the end of the case study (not part of the word limit). The following link provides guidelines on referencing basics including the Harvard system: https://academicskills.anu.edu.au/resources/handouts/referencing-basics

Presentation requirements: All case studies must be word-processed (A4 layout; 2.54 cm margins; 1.5 line spacing; page numbers) and checked for spelling and grammar before electronic submission.

Submission requirements: Case studies are to be submitted online using the course Wattle website. Submissions must include a cover sheet: http://cbe.anu.edu.au/college/schools-centres/rsm/student-resources/forms/.

Please note Turnatin may be used as a check on plagiarised material so ensure your case study is your own work and not read or copied by other students. Please keep a copy of the assignment for your records.

3: Reflection Questions (50%)

Answer the two weekly Reflection Questions as stated in the Course Schedule above. Weekly reflection questions are worth the same marks (10 weeks x 5 marks = 50 marks). Each question should be stated as follows:

Reflection Questions 3 and 6 (Week 1, Chapter 1)

3. Why might the promotion of leadership be controlling, manipulative or exploitative in organizations?

Leadership may be promoted as controlling....

6. How might we research the relationship between leadership and management and what issues might that raise?

Research between leadership and management may be conducted...

Marking guide

Higher marks will be assigned to students that define and cite correctly key concepts identified in the question. For example, Kotter (1990) suggests management keeps things running efficiently whilst leadership creates useful change. Relevant examples (e.g., own work experiences or hypothetical examples) of key concepts will score higher marks.

**Word limit (where applicable):** 3,000 words (approx 150 words answering each question, excluding the actual question; **WORD LIMITS MUST BE SHOWN FOR EACH QUESTION TO AVOID PENALTIES**)

**Value:** 50%

**Estimated return date:** 2 weeks after submission

**Presentation requirements:** All questions must be **word-processed** (A4 layout; 2.54 cm margins; 1.5 line spacing; page numbers) and checked for spelling and grammar before electronic submission.

**Submission requirements:** Questions are to be submitted online using the course Wattle website. Submissions must include a cover sheet: [http://cbe.anu.edu.au/college/schools-centres/rsm/student-resources/forms/](http://cbe.anu.edu.au/college/schools-centres/rsm/student-resources/forms/).

Please note Turnitin may be used as a check on plagiarised material so ensure your questions are in your own writing and not read or copied by other students. Please keep a copy of the assignment for your records.

**Extensions and penalties**
Students should contact their Course Convenor by email at least **1 day in advance of the due date** to request an extension for an assignment. An Application for Assignment Extension can be made on the following form:


Significant reasons must exist for an extension and documented medical advice may need to be provided. Late assignments will attract the following penalties:

- 5% penalty per day, up to 5 days. Assignments will not be accepted more than 5 days after the due date unless an extension request has been approved.

**Returning assignments**
Assignments will be returned in the tutorials and/or online using the course Wattle website.

**Resubmission of assignments**
Only under major medical conditions supported by medical documentation can students resubmit an assignment.
Tutorial and/or Seminar signup
Tutorial registration for this course will be done via the Wattle course site during the first week of Semester. More information will be provided during the first lecture/seminar.

Workloads
The course is planned on the basis of 2-hour weekly lectures, and a 1-hour tutorial consisting of case studies, group work, and class discussion. It is expected students taking this course will commit at least 8 hours a week to completing the work expectations listed below:

- Read the assigned text chapter (see Course Schedule) and take notes on the weekly lecture material
- Prepare for and actively participate in each scheduled tutorial (i.e., read and take notes on the assigned case study and/or article on Wattle). Note students not attending at least 10 of the scheduled tutorials will forfeit the tutorial participation mark.
- Commit to the completion of the individual case study by the nominated submission date as part of their private study.
- Commit to the completion of the weekly reflection questions as part of their private study.

Prescribed Texts and Reference Materials

The textbook can be sourced from the ANU Co-op bookshop. Alternatively, it can be ordered online at a reduced cost ($69.25) from Booktopia ($6.50 postage): www.booktopia.com.au

Copies of the prescribed textbook are available on reserve in the Chifley library (two 2-day copies; two 2-hour copies).

Recommended text

The textbook can be sourced from the ANU Co-op bookshop. Alternatively, it can be ordered online: www.tup.net.au/publications-new/Case_Study_Skills1.aspx

Reduced price copies may be available from the ANU Students’ Association: shop.anusa.com.au
Leadership Journals

- Leadership (UK) [http://lea.sagepub.com/]
- Journal of Leadership & Organizational Studies (US) [http://jlo.sagepub.com/]
- Strategy & Leadership (US) [http://search.proquest.com/publication/47464]
- The Leadership Quarterly (US) [http://www.sciencedirect.com/science/journal/10489843]
- Leadership & Organizational Development Journal (UK) [http://search.proquest.com/publication/37097]
- Strategy & Leadership (US) [http://search.proquest.com/publication/47464]

Finalisation of Marks and Grades

After marking is concluded the lecturer will submit a report to the Committee of Examiners for the course recommending final marks and letter grades for each student. The Committee comprises, at a minimum, the Director of the Research School of Management, the lecturer, and at least one second examiner. The lecturer’s recommendations are based on the points accumulated by each student and judgments about individual student performance, guided by the ANU Policy on Coursework Assessment:


The Director of the Research School of Management then forwards the marks and grades to the Executive of the College of Business and Economics for final approval.

Support for Students

The University offers a number of support services for students. Information on these is available online from [http://students.anu.edu.au/studentlife/]