



*MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.*

## OVERVIEW

**Course Description** Mindful Leadership supports participants towards the establishment of effective, sustainable leadership starting with a particular focus on self-awareness and self-management. It prepares participants for critical reflection, self-awareness, managing relationships and effective communication.

The study of mindful leadership will support participants towards becoming less reactive and more focused in an ever-changing work environment engendering trust, strategic influence, clarity in decision-making, creativity and more. Leadership is key to effective global and intercultural interactions, identity and citizenship. Course content/case studies will include a range of international references and materials.

**Contact Hours** **Blended Learning/Online Activity:**  
8 hour (s) per term.

**Workshop:**  
Face to Face on Campus  
28 hour(s) per term  
This course will be offered in intensive mode.

**Unit Weighting** 10 units

**Requisites** Students must be active in 40214 Executive Master of Business Administration to enrol in this course.

**Workload** Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course **CANVAS** site for details of teaching staff for **ALL** course offerings. The primary contact for courses is the **Course Coordinator**, whose details are listed on the course **CANVAS** site.

**Course Learning Outcomes** **On successful completion of this course, students will be able to:**

1. Display an advanced awareness of their own predispositions, preferences and competencies in relation to exercising leadership;
2. Critically evaluate the strengths and limitations of their leadership behaviours and experiences;
3. Articulate how mindful leadership relates to their chosen profession; and
4. Analyse how leaders shape organisational climate in their own organisation and compare and contrast findings with others in small groups.

# COURSE OUTLINE

# ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Portfolio Report	Sunday, 28 <sup>th</sup> January 2024	Individual	40%	1, 2, 3
2	Presentation Case Study	Sunday, 4 <sup>th</sup> February 2024	Individual	20%	3, 4
3	Case Study	Sunday, 18 <sup>th</sup> February 2024	Individual	40%	1, 2, 3, 4

**Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.**

**Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.**

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
-------------------------	--

## Assessment 1 – Self-Analysis Portfolio Report

<b>Assessment Type</b>	Portfolio and report
<b>Purpose</b>	To learn through reflective practice in the context of mindful leadership
<b>Description</b>	Creation of a portfolio that reflects self-analysis, critical thinking and development
<b>Weighting</b>	40%
<b>Length</b>	2000 words
<b>Due Date</b>	Sunday, 28 <sup>th</sup> January 2024
<b>Submission Method</b>	Turnitin
<b>Assessment Criteria</b>	Detailed criteria on CANVAS
<b>Return Method</b>	Turnitin
<b>Feedback Provided</b>	Formative and via Turnitin

## Assessment 2 - Presentation

<b>Assessment Type</b>	Presentation
<b>Purpose</b>	To share, compare and peer review key findings from the case analysis and self-reflection
<b>Description</b>	Analysis of key learnings/reflections
<b>Weighting</b>	20%
<b>Length</b>	15 minute class presentation
<b>Due Date</b>	Sunday, 4 <sup>th</sup> February 2024
<b>Submission Method</b>	In class (presentations) and CANVAS (written component)
<b>Assessment Criteria</b>	Detailed criteria on CANVAS
<b>Return Method</b>	Face to face (presentations) and on CANVAS (written component)
<b>Feedback Provided</b>	Face to face (presentations) and on CANVAS (written component)

## Assessment 3 - Individual Case Analysis

<b>Assessment Type</b>	Report
<b>Purpose</b>	Conduct case study analysis as basis for workplace project(s)
<b>Description</b>	Critical, strategic analysis of own organisation
<b>Weighting</b>	40%
<b>Length</b>	2500- 3000 words
<b>Due Date</b>	Sunday, 18 <sup>th</sup> February 2024
<b>Submission Method</b>	Turnitin
<b>Assessment Criteria</b>	Detailed criteria on CANVAS
<b>Return Method</b>	Turnitin
<b>Feedback Provided</b>	Turnitin

---

# SYLLABUS

## Course Content

Topics in the course include but are not limited to the following:

### 1. Mindfulness at work:

- What is mindfulness and the neuroscience behind it?
- Mindfulness research, practices, insights and tools.
- Identifying individual motivational values, overdone strengths and conflict sequences
- Through the Strength Deployment Inventory.
- Ongoing Leadership Reflection – profile analysis, style preferences and leadership
- approach.

### 2. Mindful Leadership Outcomes:

- Managing self and others – working with others.
- Leadership, mindfulness and the five leadership practices.
- Networks, exercising power, crisis management, leaders as architects of organisational
- culture and climate

## Course Materials

### Required Text:

*The leadership challenge [electronic resource]: how to make extraordinary things happen in organizations* / James M. Kouzes, Barry Z. Posner, EBOOK | John Wiley & Sons, Inc. | [2023] | Seventh edition

<https://ebookcentral.proquest.com/lib/newcastle/detail.action?docID=7168962&pq-origsite=primo>

**Note this is an Ebook which is free of charge from the University library.**

EMBA Candidates will also be provided with a workbook and self-analysis portfolio template for Mindful Leadership.

# SCHEDULE

Class	Topic	Class Preparation	Workshop Activities
<b>1</b> <b>13 Jan</b>	<b>EMBA Orientation</b>	Read EMBA Manual, watch orientation recording	Learning as a postgraduate student @UoN Library orientation Assessment types and expectations
	<b>Introduction to Mindful Leadership and Mindfulness@ Work</b>	Read Course Outline	<b>Expectation setting/learning philosophy</b> Assignment review Workbook Activities
	<b>Module 1:</b> The Leadership Challenge	Chapter 1 & 2	<b>Exploring Leadership</b> Workbook Activities
	<b>Module 2:</b> Self Awareness	Complete activity on SDI assessment & read Chapters 3 and 4	Strength Deployment Inventory - assessing impact on <b>Leadership Practice 1</b> <b>Modelling the Way</b> Finding Calm in the Chaos From Reactive to Responsive
<b>2</b> <b>14 Jan</b>	<b>Module 3:</b> Self-Management	Read workbook and read Chapters 5 and 6	<b>Leadership Practice 2: Inspiring a Shared Vision</b> Dealing with emotions and thoughts Cultivating a healthy mind Case study analysis Review assignment preparation and blended/online learning
	<b>Blended learning/online learning activities advised in class</b>		
<b>3</b> <b>20 Jan</b>	<b>Module 4:</b> Mindful Leadership Outcomes	Blended/online learning activities and workplace integration with Mindful Leadership and read Chapters 7 and 8	<b>Leadership Practice 3: Challenge the Process</b> Review blended learning activities Review assignment progress Workbook activities
	<b>Module 5:</b> Managing Self and Others	Read workbook and read chapters 9 and 10	<b>Leadership Practice 4: Enable Others to Act</b> Creating and maintaining a healthy trusting culture Dealing with conflict – the courageous conversation.
<b>4</b> <b>21 Jan</b>	<b>Module 6:</b> Leadership, Mindfulness and Your Workplace	Read Chapters 11 and 12 & prepare for presentations	<b>Leadership Practice 5: Encourage the Heart</b> Workbook activities Group Presentations Review of Assignments

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

# CONTACTS

## School Office

**Newcastle Business School – Callaghan, Newcastle City & Online**  
 NU Space  
 409 Hunter Street  
 Newcastle  
[nbs.enquiries@newcastle.edu.au](mailto:nbs.enquiries@newcastle.edu.au)  
 +61 2 4921 5511

**Newcastle Business School - Ourimbah**  
 BO1.13, Business Offices  
 Ourimbah  
[cccbusiness-school@newcastle.edu.au](mailto:cccbusiness-school@newcastle.edu.au)  
 +61 2 4349 4453

**Newcastle Business School - Sydney**  
 55 Elizabeth Street  
 Sydney  
[nbs-sydney@newcastle.edu.au](mailto:nbs-sydney@newcastle.edu.au)  
 +61 2 82626432

## PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:  
<http://www.psb-academy.edu.sg/eng>  
 +65 6390 9000

**Newcastle Australia Institute of Higher Education Pte Ltd**  
 100 Victoria Street #13-01/02  
 National Library Building  
 Singapore  
[Singapore-StudentCentral@newcastle.edu.au](mailto:Singapore-StudentCentral@newcastle.edu.au)  
 +65 6221 3306

# ADDITIONAL INFORMATION

## Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

<b>Communication Methods</b>	Communication methods used in this course include: <ul style="list-style-type: none"> <li>- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.</li> <li>- Email: Students will receive communications via their student email account.</li> <li>- Face to Face: Communication will be provided via face to face meetings or supervision.</li> </ul>
<b>Course Evaluation</b>	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
<b>Oral Interviews (Vivas)</b>	As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <a href="#">Oral Examination (viva) Procedure</a> . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <a href="#">Student Conduct Rule</a> .
<b>Academic Misconduct</b>	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <a href="https://policies.newcastle.edu.au/document/view-current.php?id=35">https://policies.newcastle.edu.au/document/view-current.php?id=35</a> .
<b>Adverse Circumstances</b>	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where: <ol style="list-style-type: none"> <li>1. the assessment item is a major assessment item; or</li> <li>2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;</li> <li>3. you are requesting a change of placement; or</li> <li>4. the course has a compulsory attendance requirement.</li> </ol>
<b>Important Policy Information</b>	Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: <a href="https://policies.newcastle.edu.au/document/view-current.php?id=236">https://policies.newcastle.edu.au/document/view-current.php?id=236</a>
<b>Important Policy Information</b>	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <a href="https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures">https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures</a> that support a safe and respectful environment at the University.

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

© 2024 The University of Newcastle, Australia