



MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description

Leading and managing people in a globally integrated and interdependent world is complex. Increasingly, people may live and work across many sites, regions or countries in their lifetimes. They may work as employees, contractors, consultants; in a single organisation, across a complex supply chain or multi-national organisation; and in many different vocational or professional capacities. Managing this great variety present challenges. In this course, students will identify, evaluate and analyse the key leadership and management activities that are central in successfully leading and managing people in modern business environments. Special attention will be paid to the role leadership can play in developing the right skills, generating motivation and creating the appropriate workplace environment and supportive structures for managing people.

Sustainable Development Goals



Contact Hours

Workshop:

Face to face on campus for two (2) hours per week for 12 weeks starting week 1. **Self-Directed Learning**

Six (6) hours of online content per term provided for self-directed learning.

Unit Weighting

10 units

Requisites

To enrol in this course you must be active in the Master of Business Administration (Global) programme (40160).

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.

Student Consultation

A minimum of one (1) hour of consultation per week. Please see course **CANVAS** site for details of time and location.

Course Learning Outcomes

On successful completion of this course, students will be able to:

1. Critically evaluate different leadership theories and their application to workplace settings.
2. Using evidence, evaluate the leadership approach of another person against one of more leadership theories.
3. Reflect on your own leadership approach using one or more leadership theories.
4. Analyse challenges and problems in design and implementation of high-performance work systems for leading and managing people.
5. Analyse how leaders can build employee commitment and involvement through appropriate structures and policies.

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	Leader Biography & Reflections	Sunday of week 5 by 11:59 pm	Individual	25%	1, 2, 3, 4, 5, 6
2	Case Study Analysis A	Sunday of week 9 by 11:59 pm	Individual	45%	1, 2, 3, 4, 5, 6
3	Case Study Analysis B	Sunday of week 12 by 11:59 pm	Individual	30%	1, 2, 3, 4, 5, 6

Please note: students are advised that ALL assessments must be submitted in English. Assessments 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.

Time referenced is time in Newcastle NSW

Late Submissions	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. Note: this applies equally to week and weekend days.
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Assessment 1 – Leader Biography and Reflection

Assessment Type	Written Assignment
Purpose	This assessment will demonstrate the wider applicability of leadership theories, drawing on a leader that is familiar to you.
Description	You are to research a leader by drawing on a biographical or autobiographical book. Your choice of leader can be from any walk of life, such as business, politics, sport, the military, the arts, the church or the community. It may also be from any historical period or geographical part of the world. Using evidence, you must evaluate the leadership approach of the leader against one or more leadership theories, focusing on aspects such as the leadership style; how he or she assumed leadership role(s); the strength and weaknesses as evidenced in the researched material about the leader; and the insights into leadership that you have derived from reading this account.
Weighting	25%
Length	1500 words (+/- 10%)
Due Date	Sunday of week 5 by 11:59 pm
Submission Method	Online – via Turnitin
Assessment Criteria	Detailed instruction and assessment criteria are provided on the course CANVAS page
Return Method	Online
Feedback Provided	In-Class/Online via Zoom

Assessment 2 – Case Study Analysis A

Assessment Type	Written Assignment
Purpose	This assessment develops skills in problem-based learning and shares insights about practical issues associated with leadership and management.
Description	A case study scenario for this assignment will be issued. The issued case study scenario analyses the challenges and problems in leading and managing people.
Weighting	45%
Length	2500 words (+/- 10%)
Due Date	Sunday of week 9 by 11:59 pm
Submission Method	Online – via Turnitin
Assessment Criteria	Detailed instruction and assessment criteria are provided on the course CANVAS site
Return Method	Online
Feedback Provided	In-Class/online (via Zoom, Teams, CANVAS)

Assessment 3 – Case Study Analysis B

Assessment Type	Written Assignment
Purpose	This assessment develops skills in problem-based learning and seeks to build awareness of employ perspectives toward leadership and management.
Description	Based on a Case Study Scenario, students will identify and analyse changes and issues in leading and managing people.
Weighting	30%
Length	1800 words (+/- 10%)
Due Date	Sunday of week 12 by 11:59pm
Submission Method	Online – via Turnitin
Assessment Criteria	Detailed instructions and assessment criteria are provided on the course CANVAS site
Return Method	Online
Feedback Provided	In-Class/online (via Zoom, Teams, CANVAS)

SYLLABUS

Course Content

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

1. Theory and applications of leadership in a multicultural workplace
2. Leadership capabilities in a globalised world
3. Role of leadership in change
4. Ambidextrous leadership for growth and innovation
5. Creating high performance work systems
6. Leading at the top – top management teams
7. Developing and motivating people
8. Creating an environment for empowerment, commitment and involvement
9. Retaining and managing star performers
10. Language and communication strategies in leading and managing people
11. Developing personal and professional competencies for managing and leading people

Course Materials

Required Text:

Jackson, B. & Parry, K. (2018) *A very short fairly interesting and reasonably cheap book about studying leadership*, (3rd ed.), London, England: Sage

ISBN: 9781446273784

Alternate Resources:

Kinicki, A. & Williams, Brian K. (2020) *GMBA6004 – Leading and Managing People* (1st ed.), New York, USA: McGraw-Hill.

Muenjohn, N, McMurray, A., Fernando, M., Hunt, J., Fitzgerald, M., McKenna, B., Intezari, A., Bankins, S. & Waterhouse, J. (2018) *Leadership: Regional & Global Perspectives*, Victoria: Cambridge University Press

ISBN: 9781108459297

(Please refer to the course CANVAS site for details of both e-books above and additional recommended texts).

Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Course Overview: The importance of leadership today Leadership in a global context	Refer to course CANVAS site for detail	Discussion: The difference between leadership and management
2	Leadership profiles and achievements	Refer to course CANVAS site for detail	Practice case 1
3	Leadership traits and characteristics	Refer to course CANVAS site for detail	Instructions “how to analyse a case”
4	Leadership Behaviours and styles	Refer to course CANVAS site for detail	Leadership and management assessment exercises and discussion
5	Contingency and situational approaches Competing values leadership	Refer to course CANVAS site for detail	Discuss leadership and situational variables. Assessment 1 due: Sunday of week 5 by 11:59 pm
6	Leadership competencies frameworks and power relationships	Refer to course CANVAS site for detail	Analysis of the capabilities, achievements and behavioural style and approach of a high-profile leader.
7	Emotional Intelligence and transformational leadership Managing high performance teams.	Refer to course CANVAS site for detail	Analysis of the capabilities, achievements and behavioural style and approach of a high-profile leader.
8	Motivating and developing people. Leaders as architects of organisational culture and climate	Refer to course CANVAS site for detail	Analysis of the capabilities, achievements and behavioural style and approach of a high-profile leader.
9	Role of leadership in strategy, innovation and change	Refer to course CANVAS site for detail	Analysis of the capabilities, achievements and behavioural style and approach of a high-profile leader. Assessment 2 due: Sunday Week 9 by 11:59 pm
10	Building high involvement workplaces and work systems	Refer to course CANVAS site for detail	In-class/online exercises and discussion
11	Retaining and Managing Top Performers	Refer to course CANVAS site for detail	Case Study – In-class/online discussion
12	The Ethics of Leadership Course Review	Refer to course CANVAS site for detail	Case Study – In-class/online discussion Assessment 3 due: Sunday of week 12 by 11:59 pm

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

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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).

Communication Methods	Communication methods used in this course include: <ul style="list-style-type: none"> - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	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.
Oral Interviews (Vivas)	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 Oral Examination (viva) Procedure . 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 Student Conduct Rule .
Academic Misconduct	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 https://policies.newcastle.edu.au/document/view-current.php?id=35 .
Adverse Circumstances	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"> 1. the assessment item is a major assessment item; or 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; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	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 https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures 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.

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