MGMT5710
Managing & Leading People

Course Outline
Semester 1, 2015

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS
Lecturer-in-charge and Tutor:

James Anderson
Room 554, School of Management, Level 5, Business School Building, West Wing
Phone No: 0466 336 961
Email: j.anderson@unsw.edu.au
Consultation by appointment

2 COURSE DETAILS

2.1 Teaching Times and Locations
Lectures start in Week 1 (to Week 12)

The time and location are:

Thursday 18-19:30 (week 1-5, week 6-12), ChemSc M11

Tutorials start in Week 2 (to Week 13).

The tutorials and times are:

Thursday 14:00-17:30 (week 2-5, week 6-13), Business School Building 219
Thursday 16:00-17:30 (week 2-5, week 6-13), Webst 250
Thursday 19:30-21:00 (week 2-5, week 6-13), Business School Building 219

2.2 Units of Credit
The course is worth 6 units of credit. There is no parallel teaching in this course.

2.3 Summary of Course
Most students in this course are likely to become managers and leaders of other people at some point in their careers (and some may already be managers). This course will provide the fundamental knowledge, skills and abilities needed to be an effective leader, and provide an overview of the possible pitfalls of management. The overarching aim of this course is to help students to develop critical and reflective thinking, and making rational decisions that are supported by strong evidence.

Being an effective leader is more than just the ability to manage people; additional qualities are required. To provide insight into what it means to be an effective leader, this course will combine knowledge from research into both management and leadership. Topics in this course will be examined from a multi-disciplinary perspective, including management, sociology, business administration, and psychology.
2.4 Course Aims and Relationship to Other Courses

The aim of the Master of Commerce degree is to foster the development of informed business professionals who have the skills and competences required to meet the challenges of global business in the 21st century. Feedback from potential employers of our graduates has indicated that they seek to employ graduates who have can communicate clearly and effectively to a range of different audiences, can engage in critical thinking and problem solving, have highly developed ethical reasoning skills and can work effectively both in teams and individually.

MGMT5710 has been designed to provide students with an engaging introduction to the revised Master of Commerce program. Employers are increasingly demanding that graduates commence employment with highly developed skills in management and leadership. The course introduces students to theories of management and leadership, and encourages students to develop skills necessary for effective leadership and management. The course aims to help students improve their understanding and competences in managing others, their ability to exercise leadership in a variety of situations, and their ability to collaborate with other people in modern organizations. Students will undertake learning activities that address managerial and general leadership skills.

Overall, the course aims to help students to improve their overall academic performance in the Master of Commerce by encouraging development of management and leadership skills, interpersonal and teamwork competence, ethical reasoning and cross-cultural sensitivity. Our experience is that through improving these skills, students enjoy their learning more.

This is a gateway course for the Master of Commerce. This course provides a foundation for the development of these skills across the Master of Commerce program introducing students to theories of management and leadership, as well as encouraging students to engage in personal development of skills necessary for successful leadership and management.

2.5 Student Learning Outcomes

By the end of this course, you should be able to:

1. Explain the differences between management and leadership and how they are practiced in different types of organisations and cultures
2. Describe the complexity of modern business environments for managers and leaders
3. Develop effectiveness in leadership and management skills
4. Understand the ethical issues in managing and leading people
5. Adopt an ‘evidence based management’ perspective to identify and investigate management and leadership problems
6. Demonstrate familiarity with the processes of critical and self-reflective thinking
7. Demonstrate academic skills relevant for postgraduate study including verbal and written communication, presentation skills, independent learning and assume responsibility for the learning process

8. Develop effectiveness in working in teams

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Knowledge</td>
<td>1. Explain the differences between management and leadership and how they are practiced in different types of organizations and cultures 2. Describe the complexity of modern business environments for managers and leaders</td>
<td>(Active) Participation; Team &amp; Individual Assignment; Final exam</td>
</tr>
<tr>
<td>2 Critical thinking and problem solving</td>
<td>5. Adopt an ‘evidence based management’ perspective to identify and investigate management problems; 6. Demonstrate familiarity with the processes of critical and self-reflective thinking</td>
<td>Participation (tutorials); Team &amp; Individual Assignment</td>
</tr>
<tr>
<td>3a Written Communication</td>
<td>7. Demonstrate academic skills relevant for postgraduate study including verbal and written communication, presentation skills, independent learning and assume responsibility for the learning process</td>
<td>Team &amp; Individual assignment;</td>
</tr>
<tr>
<td>3b Oral communication</td>
<td></td>
<td>Participation (tutorials); Team &amp; Individual assignment;</td>
</tr>
<tr>
<td>4 Teamwork</td>
<td>8. Develop effectiveness in working in teams 3. Develop effectiveness in leadership and management skills</td>
<td>Participation (tutorials); Team assignment</td>
</tr>
<tr>
<td>5a. Ethical, environmental and sustainability responsibility</td>
<td>4. Understand the ethical issues in managing and leading people</td>
<td>Participation (tutorials); Individual assignment</td>
</tr>
<tr>
<td>5b. Social and cultural awareness</td>
<td>2. Describe the complexity of modern business environments for management and leaders</td>
<td>Participation; Team &amp; Individual Assignment; Final exam</td>
</tr>
</tbody>
</table>

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.
The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.

<table>
<thead>
<tr>
<th>Business Postgraduate Coursework Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Knowledge:</strong> Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts. You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.</td>
</tr>
<tr>
<td><strong>2. Critical thinking and problem solving:</strong> Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues. You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.</td>
</tr>
<tr>
<td><strong>3. Communication:</strong> Our graduates will be effective communicators in professional contexts. You should be able to:</td>
</tr>
<tr>
<td>a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and</td>
</tr>
<tr>
<td>b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.</td>
</tr>
<tr>
<td><strong>4. Teamwork:</strong> Our graduates will be effective team participants. You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.</td>
</tr>
<tr>
<td><strong>5. Ethical, social and environmental responsibility:</strong> Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice. You should be able to:</td>
</tr>
<tr>
<td>a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and</td>
</tr>
<tr>
<td>b. Consider social and cultural implications of business and/or management practice.</td>
</tr>
</tbody>
</table>

### 3 ASSESSMENT

#### 3.1 Formal Requirements

In order to pass this course, you must:
- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks (see below).

#### 3.2 Assessment Details

##### 3.2.1 Assessment tasks, weight, length and due dates
<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weight</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active participation</td>
<td>20%</td>
<td></td>
<td>Ongoing participation in lectures and tutorials, and in the Business</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Project Assignment events, including team leadership and follower</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>feedback.</td>
</tr>
<tr>
<td>Individual assignment</td>
<td>30%</td>
<td>Max 1500 words</td>
<td>Thursday 2 April (Wk5), COB (in your tutorial and via moodle tab)</td>
</tr>
<tr>
<td>Team assignment</td>
<td>30%</td>
<td>One page synopsis; Pitch (including 10 PP slides); Business Plan (max 1500 words)</td>
<td>One page synopsis Thursday 16 April COB, by email; Business Plan Thursday 28 May, COB, in hard copy and via moodle. Team presentations (the pitch) take place in Week 12.</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
<td>1.5 hours</td>
<td>Week 13</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.2.2 Assessment Task: Active tutorial and Business Project participation

<table>
<thead>
<tr>
<th>Outstanding Contribution</th>
<th>Description</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Attended all nine tutorials, and all Business Project meetings and events, and actively participates in activities, small group and class discussions. Provides good insights and feedback; has clear and thoughtful views; and supports and argues for but is open to modifying positions.</td>
<td>9-10</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>Attended at least eight tutorials, and most Business Project meetings and events. Some contribution of facts or opinion.</td>
<td>5-8</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>Attended less than seven tutorials, few Business Project meetings and events, is an unwilling participant, is observed to rarely speak in small group discussion and never voluntarily speaks in class discussions. For example: only speaks when directly addressed by the tutor.</td>
<td>1-4</td>
</tr>
<tr>
<td>Does not meet attendance requirement</td>
<td>Student did not attend at least six tutorials, or few Business Project meetings or events.</td>
<td>0</td>
</tr>
</tbody>
</table>

3.2.3 Assessment Task: Individual assignment
Ask two managers in your environment about their experiences of being a manager and a leader. Ask them to discuss challenges they have faced, steps considered/taken with their followers, peers, their clients (if they deal with people outside of the organisation) and their bosses.

More specific, ask them about the following:

- What's the company, and/or department they are working in, how large is their company of department, which industry etc.
- What's the gender and cultural background of the manager?
- How do they define 'leadership' and 'management'?
- How do they describe their relationship with their employees, their bosses and their clients?
- What are the tough elements of their job?
- Is their leadership style related to the company and their environment, their gender and cultural background?
- How do they make decisions, and what do they see as the constraint in decision making?

Report the summary of their answers and discuss & reflect on the management and leadership challenges of the two managers. Relate their answers to the lecture & tutorial notes and the articles. Your report should also include the details of the two managers you interviewed.

Length: Maximum of 1,500 words. The word count excludes the cover sheet and list of references/bibliography. The word count for your work must be disclosed on the coversheet of your assignment. The write-up above 1,500 words mark will not be graded. Appendices of a maximum length of 1 page can only include a maximum of one table or one diagram or one figure.

The assignments must be formatted as per the requirements below:
- Use 12pt font
- 2.5 cm left margin
- 1.5 line spacing
- Leave a line between each paragraph
- Number each page
- Student number and course code (MGMT 5710) to appear on every page
- Coversheet completed correctly and attached - coversheet will be available on Moodle
- Use Harvard method for referencing - more information can be found on the Business School EDU website

Marking criteria:
- Depth and quality of analysis of the topic
- Evidence of critical thinking and evaluation
- Logical structure of the argument
- Quality of the structure of paper – including title, and sections
- Quality of skills in written communication and expression
- Evidence of verified market demand / business understanding

Individual Assignment Submission Procedure:
Assignments must be submitted BOTH in hard copy (in the tutorial) and in soft copy via Turn-it-in on Moodle (before the tutorial). Written assignments are due in your tutorial the week the assignment is due. If you are not able to attend the tutorial on the day an
assignment is due you may put the assignment in the School of Management's assignment box no later than 6pm on the due date.

Hard copies of written assignments MUST have a School of Management Coversheet attached with the declaration signed and dated. Cover sheets can be found on Moodle. A soft copy of all assignments must be uploaded into Turn-it-in using the link on Moodle. Soft copies must be submitted by the beginning of the tutorial time on the due date. Assignments will not be marked if a soft copy has not been uploaded.

Please make sure that you have attached the final version of your assignment. It is recommended that you leave a margin of time for uploading so you can trouble-shoot if there are any technical issues. You may upload to Turn-it-in multiple times; only the last submission will be marked.

Please submit your electronic assignment in word format.

Assignment files are to be named as follows:
Surname_Firstname_StudentID.doc
E.g., Jane Jones would submit her essay as: Jones_Jane_z3012549_Essay.doc

3.2.4 Assessment Task: Team assignment

Students in MGMT5710, Semester 1 2015 will apply the theoretical content of the 'Managing & Leading People' unit to a 'live case study' work integrated learning experience. This will involve the development of a new business idea, product line or service. Teams will be set up in Week 2 or 3, with each member taking a turn through the semester as the project lead. Feedback will be provided on leadership style along the way to each lead by the other members of the team. Week 4 of the course will be dedicated to the initial identification and initial development of the business ideas. Current business leaders will be in attendance to assist, mentor and challenge the development of great business ideas and business plans.

This component of the course aims to stimulate and nourish the spirit of entrepreneurship and innovation in students. It seeks to encourage students to develop and grow new ventures based on their own ideas. As a project in the course, students will develop a business proposal and present a pitch on "how (Australian) managers can create new growth from their opportunities and challenges and can become more effective". Teams will be offered support by business leaders.

During the business project, the teams - consisting of four / five students will attend the specifically focused Business Project tutorial workshops (Business Project Identification and Development Workshops; Pitch Workshop) where they will develop skills in preparing and pitching their ventures to investors, and receive constructive feedback for increasing the probability of successfully launching their ventures.

The team are expected to present a business proposal on how (Australian) managers can create new growth from their opportunities and challenges and can become more effective.

Each team presents their final concept before a panel of experts (Week 12). The submission includes a pitch of 3 min, a set of less than ten PowerPoint slides, and a Business Plan (max. 1500 words; 28 May, 2015 – week 12).
Marking criteria:

- Evidence of verified market demand / business understanding
- Business value potential
- Novelty and creativity of proposed solution
- Clarity / persuasiveness of communication (presentation)
- Relevance for Australian managers

Each team should nominate one member, who will submit the team assignment on their behalf.

3.2.5 Final exam

The Final Exam consists of 10 (short) open questions. All material of this course (articles, lecture and tutorial notes) is part of the final exam. Example questions will be provided on Moodle.

3.2.6 Late Submission

You must submit all assignments for your course. A penalty of 10% for each day the assignment is late will be applied. If you suffer serious illness or misadventure that affects your course progress you should contact the Lecturer in Charge as soon as possible. Where this impacts on your ability to meet an assigned deadline you should send an email to the Lecturer in Charge to seek an extension.

No extensions will be granted except in the case of serious illness or misadventure or bereavement, which must be supported with documentary evidence.

Requests for extensions must be made to the Lecturer in Charge by email and be accompanied by the appropriate documentation no later than 24 hours before the due date of the assignment. In circumstances where this is not possible, students must complete the UNSW Special Consideration process (see section 8.3 below for more information).

The Lecturer in Charge is the only person who can approve a request for an extension. If you do make a request for an extension, the Lecturer in Charge will email you with the decision.

Note: A request for an extension does not guarantee that you will be granted one. If you require special consideration read the advice on UNSW policies and procedures listed in Part B. Students should be reminded to keep a copy of all work submitted for assessment and to keep their returned marked assignments.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.
4 COURSE RESOURCES


Articles: Except for the articles from Harvard Business Review, the articles can be found via the UNSW Library / internet.

Week 1 “Management & Leadership”


Week 2 “Managerial Work & Evidence based management”

https://cb.hbsp.harvard.edu/cb/pl/27800007/27800009/f20937ee0dfe0f4f6ca259adc063ace

Week 3 “Leadership styles and behaviours”


Week 4 “Business Project Planning Evening 1”


Week 5 “Ethical leadership”

https://cb.hbsp.harvard.edu/cb/pl/27800007/27800019/ea79097f3328befcfee90497c76cec17

Week 6 “Leadership and Diversity”


Used for the tutorial:

Global Diversity and Inclusion at Royal Dutch Shell (A),
https://cb.hbsp.harvard.edu/cb/pl/27800007/27800013/1b8608403101a064645790486a048815

Global Diversity and Inclusion at Royal Dutch Shell (B): The Impact of Restructuring,
https://cb.hbsp.harvard.edu/cb/pl/27800007/27800015/7bf70957f59a076a3baa20226deecdde
Week 7 “Leadership: Values, Norms and Organisational Culture”

Week 8 “Leader Development”

Week 9 “Leadership & Change plus Business Project Workshop 2”
https://cb.hbsp.harvard.edu/cb/pl/27800007/27800011/a09b7ba3ea21918574df46eb4b4bf

Week 10 “Cross Cultural Leadership”

Week 11 “Wrapping up: Leadership and the Future”
Wrapping up (no articles)

Week 12 “Business Project Workshop 3: The Final Pitch”
Pitch to Business Leaders (no articles)

The website for this course is on Moodle at:
http://moodle.telt.unsw.edu.au
5 COURSE EVALUATION AND DEVELOPMENT
Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through mid and end semester CATEI evaluations.

6 COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial Topic</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 5 March</td>
<td>Management &amp; Leadership: an introduction</td>
<td>NO TUTORIALS</td>
<td>Toegel &amp; Barsoux (2012)</td>
</tr>
<tr>
<td>Week 2 12 March</td>
<td>Evidence based management</td>
<td>Evidence based questionnaire</td>
<td>Kaheman, Lovoallo, &amp; Sibony (2011); Rousseau &amp; Barends, (2012)</td>
</tr>
<tr>
<td>Week 4 26 March</td>
<td>Business Project Planning Evening 6-8 pm UNSW Business Lounge, 6th floor</td>
<td>NO TUTORIALS</td>
<td>Bird (1988)</td>
</tr>
<tr>
<td>Week 5 2 April</td>
<td>Ethical Leadership</td>
<td>Case: Diederick Stapel</td>
<td>Bazerman &amp; Tenbrunsel (2011); Weaver, Trevino, &amp; Agle (2005)</td>
</tr>
<tr>
<td>Mid-Semester Break</td>
<td>3- 12 April</td>
<td>No classes</td>
<td></td>
</tr>
<tr>
<td>Week 6 16 April</td>
<td>Leadership and Diversity</td>
<td>Case: Royal Dutch Shell</td>
<td>Harrison, Price, Gavin, &amp; Florey (2002); Thomas, &amp; Ely (1996)</td>
</tr>
<tr>
<td>Week 8 30 April</td>
<td>Leader Development</td>
<td>360-Feedback Discussion and Exercise</td>
<td>Luthans &amp; Peterson (2003); Ely, Boyce, Nelson, Zaccaro, Hernez-Broome, &amp; Whyman (2010)</td>
</tr>
<tr>
<td>Week 10 14 May</td>
<td>Cross-Cultural Leadership</td>
<td>Culture &amp; Leadership Theories</td>
<td>Den Hartog, House, Hanges, Ruiz-Quintanilla, Dorfman and others (1999); Keller (1999)</td>
</tr>
<tr>
<td>Week 11 21 May</td>
<td>Wrapping up: Leadership and The Future</td>
<td>Leadership &amp; the Future</td>
<td></td>
</tr>
</tbody>
</table>

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CRICOS Code 00098G
<table>
<thead>
<tr>
<th>Week 12 28 May</th>
<th>Business Project: Pitch Workshop.</th>
<th>NO TUTORIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 13 4 June</td>
<td>FINAL EXAM</td>
<td></td>
</tr>
</tbody>
</table>