



The University of Southern Queensland

Course specification

The current and official versions of the course specifications are available on the web at
<<http://www.usq.edu.au/coursespecification/current>>.
Please consult the web for updates that may occur during the year.

Description: Leadership

| Subject | Cat-nbr | Class | Term | Mode | Units | Campus |
|---------|---------|-------|---------|------|-------|-----------|
| MGT | 2007 | 86654 | 1, 2009 | EXT | 1.00 | Toowoomba |

| | |
|-----------------------------------|--------|
| Academic group: | FOBUS |
| Academic org: | FOB004 |
| Student contribution band: | 3A |
| ASCED code: | 080307 |

STAFFING

Examiner: Dennis Rose
Moderator: Vimolwan Yukongdi

OTHER REQUISITES

Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at
<<http://www.usq.edu.au/ict/students/standards/default.htm>>.

SYNOPSIS

We live in a world where the breadth of local, national and international issues confronting our global community is both increasingly complex and diverse; this creates a great need around the world to find new and improved ways of doing business. Leaders and potential leaders need to ensure they have or can develop the necessary skills to lead their followers in an effective way in this complex environment. Followers can improve their effectiveness and their relationships with their leaders, through an increased understanding, appreciation, and recognition of the skills needed to lead. This course exposes the student to the dynamics related to leadership and being a leader in a changing world. The successful completion of this course will lay a good foundation for becoming a better leader by developing the relevant knowledge, understanding and skills pertaining to the utilisation and application of appropriate leadership principles, practices and behaviour in life in general, but in particular also in an organisational context. After making a thorough study of relevant theoretical and research perspectives on the nature and importance of leadership, a study is made of various types and styles of and approaches to leadership. These include charismatic and transformational leadership as well as contingency and situational leadership. The roles, tasks and required attributes of leaders are also explored, as well as the interplay between leadership and a broad range of organisational dynamics. The studying of such themes is contextualised within the shift from the industrial to the knowledge and information era and strategic thinking as an integrating mechanism is therefore also explored. The course content contains a good blend of theory, research and practical perspectives and applications.

OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. describe the meaning, importance, and nature of leadership, including leadership roles (Assignment 1, Assignment 2, Examination)
2. identify personal attributes associated with effective leadership (Assignment 1, Assignment 2, Examination)
3. explain the relationship between ethics and leadership (Assignment 1, Assignment 2, Examination)
4. describe how leaders can use knowledge management, and develop a learning organisation (Assignment 1, Assignment 2, Examination)
5. compare and contrast various theories of leadership including charismatic, transformational, and contingency and situational theories of leadership (Assignment 1, Assignment 2, Examination)
6. understand how leaders use power and politics (Assignment 1, Assignment 2, Examination)
7. describe leaders' influence tactics (Assignment 1, Assignment 2, Examination)
8. understand how leaders foster teamwork, empower team members, and communicate (Assignment 1, Assignment 2, Examination)
9. explain leadership skills for motivation and coaching (Assignment 1, Assignment 2, Examination)
10. critically evaluate leaders' entrepreneurship and creative problem solving (Assignment 1, Assignment 2, Examination)
11. identify the social, environmental and cultural context of leadership (Assignment 1, Assignment 2, Examination).

TOPICS

| | Description | Weighting (%) |
|-----|--|---------------|
| 1. | The nature of leadership | 6.00 |
| 2. | Traits motives and characteristics of leaders | 6.00 |
| 3. | Leadership behaviours, attitudes and styles | 6.00 |
| 4. | Charismatic and transformation leadership | 7.00 |
| 5. | Ethical leadership | 6.00 |
| 6. | Knowledge management and the learning organisation | 6.00 |
| 7. | Contingency and situational leadership | 6.00 |
| 8. | Power, politics, and leadership | 6.00 |
| 9. | Influence tactics of leaders | 6.00 |
| 10. | Developing teamwork | 6.00 |
| 11. | Motivation and coaching skills | 6.00 |
| 12. | Entrepreneurship, creativity and leadership | 7.00 |
| 13. | Communication and conflict resolution skills | 7.00 |
| 14. | Strategic leadership, change and social responsibility | 7.00 |

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|--|------|
| 15. International and culturally diverse aspects of leadership | 6.00 |
| 16. Leadership development, succession and followership | 6.00 |

TEXT and MATERIALS required to be PURCHASED or ACCESSED

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

Students can access the publishers' resources for students in connection with the American version of the text at <http://college.hmco.com/business/dubrin/leadership/3e/students/index.html>

An additional site <http://college.hmco.com/business/dubrin/leadership/4e/students/index.html> may be available for students in connection with an upgraded publication for the American market. The text is only slightly different from the current and the resources provided are common. For example, students can use flash cards for recognition of key terms and definitions.

WebCT online access: All students are required to access the WebCT site for MGT2007 through their USQStudyDesk in USQConnect. In particular, regular checking of the intranet mail is required as this intranet is the only way it can be guaranteed that all students receive official and important communication from the course examiner on a timely basis. Students should also access and contribute to the discussion area on a regular basis.

DuBrin, AJ, Dalglish, C & Miller, P 2006, *Leadership: second Asia Pacific edition*, Wiley, Milton, Queensland.

REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

WebCT MGT2007 discussion groups.

Bowman-Kestner, P & Ray, L 2002, *The conflict resolution training program leader's manual*, Jossey-Bass Pfeiffer, San Francisco, California.

Bowman-Kestner, PB & Ray, L 2002, *The conflict resolution training program participant's manual*, Jossey-Bass Pfeiffer, San Francisco, California.

Daft, RL & Lane, P 2008, *The leadership experience*, 4th edn, Thomson/South-Western, Mason, Ohio.

Parker, C & Stone, B 2003, *Developing management skills for leadership*, Pearson, Essex, United Kingdom.

Yukl, G 2006, *Leadership in organizations*, 6th edn, Pearson/Prentice Hall, Upper Saddle River, New Jersey.

STUDENT WORKLOAD REQUIREMENTS

| ACTIVITY | HOURS |
|----------------|-------|
| Assessments | 42.00 |
| Directed Study | 98.00 |
| Private Study | 20.00 |

ASSESSMENT DETAILS

| Description | Marks out of | Wtg (%) | Due date |
|----------------------------|--------------|---------|-----------------------------|
| ASSIGNMENT 1 | 30.00 | 15.00 | 03 Mar 2009 (see note 1) |
| ASSIGNMENT 2 | 100.00 | 30.00 | 17 May 2009 (see note 2) |
| EXAM PART A (MULTI-CHOICE) | 20.00 | 10.00 | END S1 (see note 3) |
| EXAM PART B (WRITTEN) | 70.00 | 45.00 | END S1 |

NOTES

1. Assignment 1 is a series of online quizzes which are to be completed by various dates throughout the semester. For details, see the schedule in the assessment folder on the MGT2007 Study Desk accessible via USQConnect. Please note that Australian Eastern Standard Time (AEST) applies to all dates and times expressed in this course specification for assessments. All students should use the practice quiz in the first instance to familiarise themselves with the processes before commencing the assessment. There are no extensions available for this type of assignment and students are advised to complete the quizzes at their earliest possible time to ensure that progressive marks are obtained before the respective cut-off dates for the quizzes. Students should not attempt to do any activity that is not included in the quiz instructions. Where any student has difficulties as a result of their failure to follow or execute the correct procedure as detailed in the quiz instructions, the student will not be able to redo the particular quiz.
2. Assignment 2 must be submitted electronically and in WORD FORMAT. For details of the required submission process, refer to the assessments organiser which can be found on the MGT2007 Study Desk and accessible via USQConnect. Please note that Australian Eastern Standard Time (AEST) applies to all dates and times expressed in this course specification for assessments. Please note: Hard copies of the assignment will NOT be accepted. All students should make sure that they understand the penalties detailed in the marking criteria provided with the assignment details for breaches of USQ regulations such as plagiarism.
3. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date for Exam (Parts A and B) after the timetable has been finalised. The total working time for Exam (Parts A and B) is 2 hours.

IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:

If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.

- 2 Requirements for students to complete each assessment item satisfactorily:
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded.
- 4 Requirements for student to be awarded a passing grade in the course:
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
- 5 Method used to combine assessment results to attain final grade:
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course.
- 6 Examination information:
This is a closed examination. Candidates are allowed to bring only writing and drawing instruments into the examination.
- 7 Examination period when Deferred/Supplementary examinations will be held:
Any Deferred or Supplementary examinations for this course will be held during the next examination period.
- 8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at <http://www.usq.edu.au/corporateservices/calendar/part5.htm>. Students should also read the Faculty of Business Policies and Procedures which can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

ASSESSMENT NOTES

- 1 Assignments: (i) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the examiner. (ii) Students must retain a copy of each item submitted for assessment. This must be produced within 24 hours if required by the examiner. (iii) In accordance with university policy, the examiner may grant an extension of the due date of an assignment in extenuating circumstances. (iv) In the event that a due date for an assignment falls on a local public holiday in their area, such as a show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the examiner's convenience.
- 2 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in an examination paper. They merely reflect the amount of material in the text and not the importance of the topic areas.

- 3 Referencing in assignments: Harvard (AGPS) is the referencing system required in this course. Students should use Harvard (AGPS) style in their assignments to format details of the information sources they have cited in their work. The USQ library provides advice on how to format information sources using this system. Details can be found at http://www.usq.edu.au/library/help/ehelp/ref_guides/harvard.htm and http://www.usq.edu.au/library/help/ehelp/ref_guides/harvardonline.htm.

OTHER REQUIREMENTS

- 1 Computer, e-mail and Internet access: Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/ict/students/standards/default.htm>.
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