**STAFFING**

Examiner: Ray Gordon  
Moderator: Bruce Millett

**RATIONALE**

This course is designed as the first in a four unit leadership specialisation series, although it can be studied as a stand-alone course. It focuses on you as a leader who aims to understand and exercise leadership as it is construed in your own workplace or organisation. It also focuses on developing your understanding of your own career context and your capacity to exercise leadership over your own career. Finally, it asks you to consider leadership and career mentoring needs, either for yourself or your organisation. This course integrates themes that are seldom covered extensively in other management training programs. Leaders constantly compete in complex changing organisations and therefore need to analyse their competencies to maintain competitive advantage. Leaders also need to know how to manage their careers in turbulent times. Leaders act as mentors to the next generation of managers and leaders. Current theoretical perspectives on leadership and management need to be applied and adapted to meet these challenges. Students of these courses will be expected to demonstrate an advanced level of skill in self and organisational analysis to complete the assignments. The four courses that make up the leadership specialisation form an interconnected matrix, enabling students to integrate their learning experiences. This leadership course, MGT8036, should be studied in conjunction with the courses on Leading High-Performance Teams MGT8037, Leadership Development MGT8038, and Strategic Leadership MGT8039. Each course in the specialisation assumes that leadership can provide a substantial response to the many challenges facing both individuals and organisations.

**SYNOPSIS**

This course is designed to allow current public and private sector leaders and leaders-in-training to reflect on and hone their organisation and career leadership competencies. The first module focuses on the task of establishing a career identity in the turbulent times in which we live. New notions of tenure of employment and emerging
conceptions of the career are explored and traditional understandings are vigorously challenged. It is assumed that leadership of the self is the essential way to achieve a career ideal. Notions of personal leadership competencies are next presented. Mentorship is then discussed as a powerful and viable action strategy for acquiring leadership competencies and attaining a career ideal. The assessments in the course are learner-driven action projects in which students have the opportunity to integrate the content in the course and transform it into a project from which both the student and their organisation can learn. The assessments are leadership-in-practice projects.

**OBJECTIVES**

On successful completion of this course students should be able to:

- describe their career identity;
- conduct an audit of their career context;
- synthesise, analyse and critique existing frameworks of leadership with a view to developing a personal leadership framework;
- conduct a leadership competency audit of their work environment;
- conduct a personal leadership competency audit;
- identify opportunities for becoming a mentor or mentee within their current career circumstances;
- develop an action strategy that integrates their understanding of the previous six objectives within an actual organisational setting.

**TOPICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dealing with career turbulence</td>
<td>20.00</td>
</tr>
<tr>
<td>2. Inspirational leadership competencies</td>
<td>20.00</td>
</tr>
<tr>
<td>3. Mentorship</td>
<td>20.00</td>
</tr>
<tr>
<td>4. Own integrative project</td>
<td>40.00</td>
</tr>
</tbody>
</table>

**TEXT and MATERIALS required to be PURCHASED or ACCESSED:**

Books can be ordered by fax or telephone. For costs and further details use the 'Book Search' facility at http://bookshop.usq.edu.au by entering the author or title of the text.


(international edition)
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.

Both texts must be purchased.

STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment</td>
<td>50</td>
</tr>
<tr>
<td>Directed Study</td>
<td>80</td>
</tr>
<tr>
<td>Private Study</td>
<td>35</td>
</tr>
</tbody>
</table>

ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks Out of</th>
<th>Wtg(%)</th>
<th>Required</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSIGNMENT 1</td>
<td>40.00</td>
<td>40.00</td>
<td>Y</td>
<td>23 Apr 2003</td>
</tr>
<tr>
<td>ASSIGNMENT 2</td>
<td>60.00</td>
<td>60.00</td>
<td>Y</td>
<td>06 Jun 2003</td>
</tr>
</tbody>
</table>

IMPORTANT ASSESSMENT INFORMATION

1. Attendance requirements:
   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 complete each of the assignments satisfactorily, students must obtain at least 50% of the marks available for each assignment.

3. Penalties for late submission of required work:
   If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks available for the assignment will apply for each working day late.

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% in each of the summative assessments and at least 50% of the available weighted marks for the summative assessment items.

5. Method used to combine assessment results to attain final grade:
   The final grades for students will be assigned on the basis of the weighted aggregate of the marks obtained for each of the summative assessment items in the course.

6. Examination information:
   There is no examination in this course.

7. Examination period when Deferred/Supplementary examinations will be held:
Not applicable.

8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL: http://www.usq.edu.au/SECARIAT/calendar/Part5/ or in the printed version of the current USQ Handbook. Students should also read The Guide to Policies and Procedures of the Faculty which can be found at the URL: http://www.usq.edu.au/handbook/2003/business/polproc/index.htm or in the printed version of the current USQ Handbook.

ASSESSMENT NOTES

9 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) The Examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an assignment extension by personally contacting the Examiner at least two weeks before the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the Examiner.