Description: Strategic Leadership

<table>
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<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
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<td>MGT</td>
<td>8039</td>
<td>44248</td>
<td>2, 2005</td>
<td>EXT</td>
<td>1.00</td>
<td>Toowoomba</td>
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Academic group: FOBUS
Academic org: FOB003
Student contribution band: 2
ASCED code: 080307

STAFFING
Examiner: Ben Swanepoel
Moderator: Bruce Millett

SYNOPSIS
Top-level managers have to steer organisations in ways that will result in sustainable performance that is optimally beneficial to all its stakeholders. The primary responsibility for thinking and acting strategically rests with the top leadership echelons of any organisation, from the smallest to the largest multinational conglomerate corporation as well as all other types of organisations (such as in the public sector). These organisational leaders may include chief executive officers, managing directors, other members of boards of directors and general managers who play a role in top management teams. These leaders usually have responsibilities and accountabilities that cannot be delegated. As such they have to make decisions that affect the direction and success of whole organisations. They therefore have to have superior levels of holistic, conceptual and strategic thinking abilities. Being in a top management position is often very risky and the media is full of examples of 'fallen idols'. Top-level leaders are therefore often in the spotlight and are mostly expected to lead organisations through continuous strategic renewal and transformational change to be or become 'high-performing' and 'world-class' organisations that add value to all the stakeholders in a balanced way. This course is aimed at addressing issues such as these, issues which recognise that strategic leadership is indeed a complex and extremely important form and level of leadership. Other issues that may be covered include corporate governance, top management team dynamics, ethical practices, strategic performance management, knowledge management, organisational culture and strategic change.

OBJECTIVES
On successful completion of this course students will be able to:
1. analyse and critically discuss the nature, domain and focus of strategic leadership;
2. analyse, explain and engage in dialogue and debate about top-level leadership roles, structures and the work and challenges of strategic leaders;
3. critically investigate and explain the nature and importance of leveraging human and intellectual capital as a gateway to enhancing organisational competitiveness; and
4. analyse, critically discuss and debate the challenges related to the transformation of 
business and organisations for sustainability and to create lasting value.

**TOPICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. Strategic leadership essentials</td>
<td>20.00</td>
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<tr>
<td>2. Roles, structures, processes and design perspectives of the work and challenges faced by strategic leaders</td>
<td>35.00</td>
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<tr>
<td>3. Knowledge-driven strategic leadership: leveraging human and intellectual capital</td>
<td>15.00</td>
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<td>4. The challenge to transform: towards sustainability and lasting value</td>
<td>30.00</td>
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**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).

These four text books have been specifically arranged into two 'value packs' of two books each in order to lower the price/cost thereof. These two value packs (Carter & Lorsch together with Kramer, and Carver & Oliver together with George) can be purchased at substantially reduced prices from the USQ Bookshop.


**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.


(chapter 3)


(chapter 1)


(chapter 1)


**STUDENT WORKLOAD REQUIREMENTS**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
<td>50.00</td>
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<tr>
<td>Directed Study</td>
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<tr>
<td>Private Study</td>
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**ASSESSMENT DETAILS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
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<tr>
<td>ASSIGNMENT 1</td>
<td>100.00</td>
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<td>ASSIGNMENT 2</td>
<td>100.00</td>
<td>40.00</td>
<td>23 Sep 2005</td>
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<td>ASSIGNMENT 3</td>
<td>100.00</td>
<td>40.00</td>
<td>31 Oct 2005</td>
</tr>
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**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 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 attempt and submit all three assignments and achieve at least 50% of the available weighted marks for the three summative assessment items (the assignments).

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/corporateservices/calendar/part5.htm. Students should also read the Faculty of Business Guide to Policies and Procedures of the Faculty which can be found at the URL http://www.usq.edu.au/handbook/current/buspolproc.html.

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) If requested, students will be required to provide a copy of an assignment submitted for assessment purposes. This should be despatched to the USQ within 24 hours of receipt of a request being made. (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.

OTHER REQUIREMENTS

1 Learning Resources: Prescribed text and materials (see above); prescribed reference materials (see above); printed Introductory/Study Book, and Book/s of Selected Readings; and course Website accessible via USQConnect.