Description: Leadership in the Public Sector

<table>
<thead>
<tr>
<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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<tr>
<td>MGT</td>
<td>8884</td>
<td>41247</td>
<td>1, 2005</td>
<td>EXT</td>
<td>1.00</td>
<td>Toowoomba</td>
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Academic group: FOBUS
Academic org: FOBUSN
Student contribution band: 2
ASCED code: 080307

STAFFING
Examiner: Bruce Millett
Moderator: Glenda Adkins

RATIONALE
Leadership is recognised as a critical issue in organisations today. It is seen as a key leverage point for developing and sustaining high-performance organisations. For law enforcement agencies, the challenge is to respond to the increasing and diverse sets of demands from politicians and their constituency in terms of crime prevention and law enforcement outcomes. A highly skilled and effective leadership across all ranks and all operational and functional areas is absolutely essential for law enforcement agencies to meet these demands now and in the future. This course provides exposure to the literature on effective leadership theory and practice and equips students to articulate a number of strategies in the context of the public sector.

SYNOPSIS
The aim of this course is to create in students an understanding of the nature of leadership and an awareness of what leadership means to them and their working environments, both present and potential. The course will also allow students to articulate and defend a number of leadership strategies that they believe can make a difference in either resolving various issues and/or taking advantage of opportunities that are apparent in their work environment.

OBJECTIVES
On completion of this course students will be able to:
1. explain the nature of public sector management;
2. evaluate strategies for influencing effective work outcomes through people management skills;
3. analyse how workgroups can be effectively managed in terms of their human capital;
4. articulate a number of strategic agendas that provide a context for leadership across their organisation; and
5. demonstrate the ability to identify a number of change management initiatives that require effective leadership input.
TOPICS

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>The nature of public sector management</td>
<td>5.00</td>
</tr>
<tr>
<td>What does research indicate about leadership for results</td>
<td>10.00</td>
</tr>
<tr>
<td>Leadership development in law enforcement agencies</td>
<td>15.00</td>
</tr>
<tr>
<td>Working constructively with staff</td>
<td>15.00</td>
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<tr>
<td>Social responsibility and ethical standards</td>
<td>5.00</td>
</tr>
<tr>
<td>The leadership perspective in dealing with strategic agendas</td>
<td>10.00</td>
</tr>
<tr>
<td>Police services as learning organisations</td>
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</tr>
<tr>
<td>Leading change</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).


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.


Allen, RJ 1986, *Leading from the middle: leadership in the police force*, Barry Rose, Chichester, UK.


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tr>
<td>Assignments</td>
<td>25.00</td>
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<tr>
<td>Directed Study</td>
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<td>Private Study</td>
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**ASSESSMENT DETAILS**

<table>
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<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
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<tbody>
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<td>ASSIGNMENT 1</td>
<td>50.00</td>
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<td>ASSIGNMENT 2</td>
<td>50.00</td>
<td>50.00</td>
<td>10 Jun 2005</td>
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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. Failure to attend may infringe the conditions of your student visa. 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 assessment items satisfactorily, students must obtain at least 50% of the marks available for each assessment item.

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 gained by the student for the assignment may 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% 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.

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) Students must retain a copy of each item submitted for assessment. This must be produced within five days 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 extension through the DEC before the due date or by including an application with the submitted
assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant Examiner. (iv) The Examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (v) The Examiner will not accept submission of assignments by facsimile. (vi) Students who do not have regular access to postal services or who are otherwise disadvantaged by these regulations may be given special consideration. They should contact the Examiner to negotiate such special arrangements. (vii) 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 any aspects of assignments assessing those topics.

3 Deferred Work: Students who, for medical, family/personal, or employment-related reasons, are unable to complete an assignment at the scheduled time may apply to defer an assessment in a course. Such a request must be accompanied by appropriate supporting documentation. A temporary grade of IDM (Incomplete Deferred Make-up) may be awarded.