The University of Southern Queensland

Course specification

This version produced 20 Dec 2007.
The current and official versions of the course specifications are available on the web at
Please consult the web for updates that may occur during the year.

Description: Strategic Leadership

<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>8039</td>
<td>66192</td>
<td>2, 2007</td>
<td>EXT</td>
<td>1.00</td>
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Academic group: FOBUS

Academic org: FOB004

Student contribution band: 2

ASCED code: 080307

STAFFING

Examiner: Ben Swanepoel
Moderator: Ray Gordon

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/business/aboutfob.htm

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

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. analyse and critically discuss the nature, domain and focus of strategic leadership (Assignment 1, Assignment 2, Assignment 3)
2. analyse, explain and engage in dialogue and debate about top-level leadership roles, structures and the work and challenges of strategic leaders (Assignment 1, Assignment 2, Assignment 3)
3. critically investigate and explain the nature and importance of leveraging human and intellectual capital as a gateway to enhancing organisational competitiveness (Assignment 3)
4. analyse, critically discuss and debate the challenges related to the transformation of business and organisations for sustainability and to create lasting value (Assignment 1, Assignment 2, Assignment 3).

TOPICS

<table>
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<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>
</tr>
<tr>
<td>3. Knowledge-driven strategic leadership: leveraging human and intellectual capital</td>
<td>15.00</td>
</tr>
<tr>
<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 46312742, 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 Krames, and Dotlich & Cairo together with George) can be purchased at substantially reduced prices from the USQ Bookshop.


Dotlich, DL & Cairo, PC 2003, Why CEOs fail: the 11 behaviors that can derail your climb to the top and how to manage them, Jossey-Bass, San Francisco, California.

George, B 2003, Authentic leadership: rediscovering the secrets to creating lasting value, Jossey-Bass, San Francisco, California.

**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.


**STUDENT WORKLOAD REQUIREMENTS**

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<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</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>
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<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
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<tbody>
<tr>
<td>ASSIGNMENT 1</td>
<td>100.00</td>
<td>10.00</td>
<td>10 Aug 2007</td>
</tr>
<tr>
<td>ASSIGNMENT 2</td>
<td>100.00</td>
<td>35.00</td>
<td>14 Sep 2007</td>
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<td>ASSIGNMENT 3</td>
<td>100.00</td>
<td>55.00</td>
<td>02 Nov 2007</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. 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:
   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 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

ASSESSMENT NOTES

1 Assignments: (i) Assignments must be uploaded electronically through USQConnect in
   the drop box by 5.00pm Australian Eastern Standard Time (AEST) on the due date. (ii)
   The examiner will normally only accept assessments that have been typed and submitted
on a single file with appropriate document name. (iii) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (iv) 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 before the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the examiner.

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 Assignment format: All submitted assignment work must be in electronic format, submitted through the WebCT drop-box and the assignment document must be in WORD version format. No hard text paper assignments will be accepted.

4 Referencing in assignments: Unless otherwise directed by the examiner, all written assignments submitted by students must conform to the HarvardAGPS6 referencing system. Students can access referencing guides at http://www.usq.edu.au/library/help/ehelp/ref_guides/default.htm Any work not prepared in accordance with these guidelines may be subjected to penalty by marks or a requirement for resubmission.

5 Students are required to access the MGT8039 intranet mail and discussion boards accessible via USQConnect on a regular basis. This is the official communication site for this course.

6 All students are required to have access to a personal computer and the Internet. Details of the Faculty of Business minimum requirements can be found at http://www.usq.edu.au/handbook/current/busgeninfo.html

7 All written assignments are to be lodged electronically via the MGT8039 course Web site in USQConnect. Details on the actual procedure are provided on the electronic Study Desk under the folder - Assignment submission.

8 Students studying via the Web are required to access the introductory book, study modules, and selected readings for the course via the Study Desk in USQConnect under the relevant folders.

OTHER REQUIREMENTS

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