Course Outline
BUSMGT 723: LEADERSHIP AND GOVERNANCE (15 POINTS)

Quarter 1 2016 (1162)

Course Prescription

Focuses on the choices leaders and their organisations make to maximise effectiveness. Integrating leadership theory with legal, ethical, cultural, and stakeholder viewpoints, a particular emphasis is given to the leadership roles of CEO's and Corporate Directors in the determination of governance processes.

Programme and Course Advice
Prerequisite: 60 points from BUSMGT 711-714 with at least a B- average

Goals of the Course
This course will help participants to develop their own leadership potential, and to understand leadership as a) a set of key capacities, b) a set of interactive dynamics and relational processes, c) a reflective mind-set that can balance a variety of individual, organisational, and moral commitments towards the end of transforming themselves, the organisations they work for, and the communities in which they live.

In particular, the course challenges participants to:

- understand different theories of leadership and governance and apply these to understanding both the self and organisations;
- develop a practice of learning, reflection and interaction that will foster and further strengthen both individual and collective leadership;
- explore how to foster and develop leadership in contexts of creativity, conflict, and crisis; and
- gain insight and self-awareness regarding issues of ethics, accountability and governance.

Learning Outcomes
By the end of this course it is expected that the student will be able to:

1. critically evaluate different theories and approaches to leadership, ethics and governance;
2. apply theory to a range of cases that exemplify the challenges and responsibilities leaders face in a variety of organisational contexts;
3. develop a critical awareness of one's own leadership perspective;
4. evaluate the role of corporate boards and its responsibilities;
5. gain insights into best practices of governance across cultures;
6. reflect critically on the relationship between leadership, ethics and governance.

Content Outline

Week 1	What is Leadership: Fads, Fashions and Facts
Week 2	Leadership Perspectives
Week 3	Personality, Power and Influence
Week 4	Leading Change and Innovation
Week 5	Leading across Cultures
Week 6	Ethical Perspectives
Week 7	Boards and their Role in Governance
Week 8	Governance Perspectives
Week 9	Governance across Cultures
Week 10	Integrating Leadership, Ethics and Governance

Learning and Teaching

This is an interactive course that requires participants to understand, discuss, and debate multiple perspectives on leadership, governance and ethics. The course involves a considerable amount of practical application of the course materials to case analyses. Participants *must* come to class sessions fully prepared to analyse and discuss the assigned case studies. The course also involves additional readings, videos, small group work, large class discussion and reflective, experiential learning. Participants are expected to draw from their own experiences as well as the course materials to more fully develop their thinking about leadership.

Teaching Staff

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Learning Resources

Required resources:

A selection of business cases and readings chosen to exemplify leadership and governance dynamics as a means to promote discussion and debate. These course materials may be found on the BUSMGT 723 Course Page which can be accessed via Canvas. *To maximise learning potential it is essential that students prepare case materials and readings prior to class meetings.*

Virtual Leader: A leadership simulation. Students will need to sign up individually at http://data.simulearn.net/login.php. Students will be provided with more information in class about how to register for the simulation. *Please wait for these instructions before registering for the simulation.*

Assessment

1a.	Case Analysis - Group	10%
1b	Case Analysis – Individual	15%
2.	Virtual Leader	20%
3.	Individual Tests	10%
4.	Team Exercises	10%
5.	Final Test	35%

The broad relationship between these assessments and the course learning outcomes is as follows:

Learning Outcome	Case Analyses	Virtual Leader	Individual Tests and Team Exercises	Final Test
1	X	X	X	X
2	X	X	X	X
3	X	X	X	X
4	X		X	X
5	X		X	X
6	X			x

Inclusive Learning

Students are urged to privately discuss any impairment-related requirements in person and/or in written form with the course convenor/lecturer and/or tutor.

Student Feedback

The course is designed based on prior experience of designing and delivering management courses. Formal feedback will be sought about your experience towards the end of the course and fast feedback will be sought during the quarter. Any other feedback about the course can be given to the lecturer.