UNSW Course Outline

ZBUS8201 Leadership - 2024

Published on the 11 Feb 2024

General Course Information

Course Code : ZBUS8201
Year : 2024
Term : Semester 1
Teaching Period : Z1
Is a multi-term course? : No
Faculty : UNSW Canberra
Academic Unit : UC School of Business
Delivery Mode : Online
Delivery Format : Standard
Delivery Location : UNSW Canberra at ADFA
Campus : UNSW Canberra
Study Level : Postgraduate
Units of Credit : 6

<u>Useful Links</u>

<u>Handbook</u> <u>Class Timetable</u>

Course Details & Outcomes

Course Description

This course helps students develop knowledge and understanding of leadership as an evolving, holistic and reflective practice in every stage of their professional development. It examines evidence-based theories, models and practices in leadership, including recent innovations related to motivation, diversity, ethics, change and engagement.

The course covers leadership in the public sector, including team building and stakeholder management. It explores the synergies and distinctions between leadership, management and followership in the workplace. In addition, the course is designed to help students develop their own self-awareness about leadership styles and development.

Course Aims

The course aims to empower students with the knowledge, awareness and skills to demonstrate leadership capacity in every stage of their professional development.

Key objectives are:

- Learning and applying leadership theories, models and practices
- Examining the relationship between leadership, management and followership
- Building capacity for team building and stakeholder management in the public sector
- Enhancing self-awareness skills for ongoing personal and team development
- Recognising recent leadership innovations in motivation, diversity, ethics, change and engagement
- Developing confidence in evidence-based knowledge sharing, including research, case study, report and presentation

No prior knowledge is required to undertake this course. The course is designed for business students from diverse professional and academic backgrounds who want to improve their leadership capacity irrespective of their position or organisation.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Critically analyse leadership theories, models and practice, including evaluating historical evolution of concepts and innovations
CLO2 : Research, evaluate and apply knowledge on leadership, management and followership in different organisational levels and contexts
CLO3 : Interpret, synthesise and share learnings on recent advances in leadership, including motivation, diversity, ethics, change and engagement
CLO4 : Reflect on own leadership styles and experiences, including identifying strengths and areas of growth for personal and team development

Course Learning Outcomes	Assessment Item
CLO1 : Critically analyse leadership theories, models and practice, including evaluating historical evolution of concepts and innovations	• Leadership Research Essay • Leadership Case Study
CLO2 : Research, evaluate and apply knowledge on leadership, management and followership in different organisational levels and contexts	• Leadership Research Essay • Leadership Case Study
CLO3 : Interpret, synthesise and share learnings on recent advances in leadership, including motivation, diversity, ethics, change and engagement	• Reflective Journal • Leadership Case Study
CLO4 : Reflect on own leadership styles and experiences, including identifying strengths and areas of growth for personal and team development	• Reflective Journal • Leadership Case Study

Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

Learning and Teaching in this course

This is an online course utilising the Moodle learning management system. The course materials for each week will include a recorded lecture, slides, chapter, case study, video and recommended readings. Students will deliberate on key learnings and questions related to the weekly case study in an online forum. It is recommended students follow the weekly program structure to prepare for assessments.

In addition to the recorded lecture, this course utilises Class Collaborate - a virtual classroom system accessible via Moodle. There will be six Class Collaborate sessions held fortnightly this

semester. Students are strongly encouraged to attend the sessions for interactive discussions on the course materials, case studies and assessments. The sessions will be recorded and available on Moodle for later review. There will also be opportunities for students to share their ideas and insights about leadership in a weekly online forum.

Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course lectures, readings and other resources; preparation for research and assessments; and engagement in Class Collaborate sessions.

Other Professional Outcomes

Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

1: Business knowledge

Students will identify and apply knowledge on leadership theories, models and practices in local and/or global context.

2: Problem solving

Students will address leadership challenges and priorities with critical thinking, rigorous analysis and evidence-based solutions.

3: Business communication

Students will enhance leadership and personal communication skills focusing on specific audiences and messages, including skilfully collecting, synthesising and presenting information with traditional and digital media.

4: Teamwork

Students will employ leadership principles in teamwork and collaboration to collectively develop a leadership case study.

5: Responsible business practice

Students will exercise a strong commitment to ethical, sustainable and responsible leadership practices.

6. Global and cultural competence

Students will demonstrate knowledge and awareness of global leadership practices, including different cultural contexts of leadership. They will also embrace diversity of beliefs, attitudes and behaviours during learning activities and at all times.

7. Leadership development

Students will develop leadership competencies and innovation facilitating performance and influence within organisations, including adopting self-leadership and reflective practices.

Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

Additional Course Information

The course aims to empower students with knowledge, awareness and skills to demonstrate leadership capacity in different stages of their professional development.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Leadership Research Essay Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 26/04/2024 11:55 PM
Leadership Case Study Assessment Format: Group	30%	Start Date: Not Applicable Due Date: 31/05/2024 11:55 AM
Reflective Journal Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 14/06/2024 11:55 PM Post Date: 10/07/2024 03:00 PM

Assessment Details
Leadership Research Essay

<u>Assessment Overview</u>

Students will write a research essay on a contemporary leadership topic.

Course Learning Outcomes

- CLO1 : Critically analyse leadership theories, models and practice, including evaluating historical evolution of concepts and innovations
- CLO2 : Research, evaluate and apply knowledge on leadership, management and followership in different organisational levels and contexts

Detailed Assessment Description

Please see the Course Moodle site for a detailed description of this assessment.

Further information released: Week 1.

Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE

For this assessment task, you may use AI-based software to research and prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text, you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission, you may be referred to UNSW Conduct & Integrity Office for investigation of academic misconduct and possible penalties.

Assessment Length

2500 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Leadership Case Study

Assessment Overview

In this group assessment, students will develop a case study critically evaluating a leader of their choice.

Course Learning Outcomes

- CLO1 : Critically analyse leadership theories, models and practice, including evaluating historical evolution of concepts and innovations
- CLO2 : Research, evaluate and apply knowledge on leadership, management and followership in different organisational levels and contexts
- CLO3 : Interpret, synthesise and share learnings on recent advances in leadership, including

motivation, diversity, ethics, change and engagement

- CLO4 : Reflect on own leadership styles and experiences, including identifying strengths and areas of growth for personal and team development

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment.

Further information released: Week 1.

Permitted use of Generative AI: PLANNING ASSISTANCE

As this assessment task involves some planning or creative processes, you are permitted to use software to generate initial ideas. However, you must develop those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the software should not be a part of your final submission. It is a good idea to keep copies of your initial drafts to show your lecturer if there is any uncertainty about the originality of your work.

Please note that your submission will be passed through an AI-text detection tool. If your marker has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified, you may be asked to explain your work. We recognise that you are permitted to use AI generated text as a starting point and some minimal traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission, you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Assessment Length

2500 words or 15 minutes length video presentation with an executive summary of 500 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Reflective Journal

Assessment Overview

Students will write a reflective journal on personal and/or team development based on course materials, along with a leadership growth plan.

Course Learning Outcomes

- CLO3 : Interpret, synthesise and share learnings on recent advances in leadership, including motivation, diversity, ethics, change and engagement
- CLO4 : Reflect on own leadership styles and experiences, including identifying strengths and

areas of growth for personal and team development

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment.

Further information released: Week 1.

Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE

For this assessment task, you may use AI-based software to research and prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text, you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission, you may be referred to UNSW Conduct & Integrity Office for investigation of academic misconduct and possible penalties.

Assessment Length

3000 words including reflective journal and growth plan

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

General Assessment Information

Referencing

School of Business students are expected to use APA7 (American Psychological Association - 7th Edition) style referencing. For more information, please see https://www.student.unsw.edu.au/how-cite-references-apa-style.

Extensions and Special Consideration (School of Business, Postgraduate)

For assessment due during the semester: Your Course Convenor may approve extensions of up to five working days by email based on individual circumstances. Extension requests exceeding five working days must be submitted as a Special Consideration application.

For final assessments: All extension requests for final assessment items must be submitted as a Special Consideration application.

Extension requests and Special Consideration applications should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your Course Convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:
· A supplementary or alternative assessment
· An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation)
· An aggregated or averaged mark derived from other comparable completed assessments

Please note that applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

More information
Special consideration and application process: https://www.student.unsw.edu.au/special-consideration.

Late submission of assessment
UNSW has a standard late submission penalty of:
· 5% per day
· for all assessments where a penalty applies
· capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment

Students are expected to manage their time to meet deadlines and request extensions as early as possible before the deadline. if needed.

Grading Basis

Standard

Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 26 February - 1 March	Topic	What is Leadership? Introduction to the Course and Assessments
Week 2 : 4 March - 8 March	Topic	Trait, Skills, Behavioural & Situational Approaches
Week 3 : 11 March - 15 March	Topic	Path-Goal Theory & Leader-Member Exchange Theory
Week 4 : 18 March - 22 March	Topic	Transformational, Transaction & Authentic Leadership
Week 5 : 25 March - 29 March	Topic	Servant, Adaptive & Inclusive Leadership
Week 6 : 1 April - 5 April	Topic	Leadership, Management & Followership
Week 7 : 22 April - 26 April	Topic	Public Sector: Teams & Stakeholders
Week 8 : 29 April - 3 May	Topic	Motivation: Strengths & Growth
Week 9 : 6 May - 10 May	Topic	Diversity: Inclusivity & Cohesion
Week 10 : 13 May - 17 May	Topic	Ethics: Transparency & Values
Week 11 : 20 May - 24 May	Topic	Sustainability: Change & Outcomes
Week 12 : 27 May - 31 May	Topic	Engagement: Communication & Feedback
Week 13 : 3 June - 7 June	Topic	Future of Leadership: Review and Reflection

Attendance Requirements

Not Applicable - as no class attendance is required

General Schedule Information

Please see the course Moodle site for more information.

Course Resources

Prescribed Resources

There are no compulsory texts for this course. However, chapters in the recommended text (see below) will be used to support the learning and assessments.

All required course readings will be made available on the course Moodle site.

Recommended Resources

Northouse, P.G. (2021) *Leadership Theory & Practice* (9th Edition). Sage Publishers. ISBN 9781071834473

In addition, students will be provided a range of readings and resources on Moodle.

Course Evaluation and Development

In addition to the myExperience online survey, students will be invited to provide constructive

feedback throughout the course. Please contact the Course Convenor if you have any recommendations at any point in the semester.

The 2024 course design incorporates the Convenor's reflections about what can be improved and feedback previously provided by students. The course was overall well-received by previous cohorts of student as being valuable for their theoretical and practical learning about leadership. The revised content gives emphasis to recent leadership practices and innovation, alongside theories and models.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Dr Arman Rashid		Remote		By email	Yes	Yes

Other Useful Information

Academic Information

Course Evaluation and Development

One of the key priorities in the 2025 Strategy for UNSW is a drive for academic excellence in education. One of the ways of determining how well UNSW is progressing towards this goal is by listening to our own students. Students will be asked to complete the myExperience survey towards the end of each course.

Students can also provide feedback during the semester via: direct contact with the lecturer, the "On-going Student Feedback" link in Moodle, Student-Staff Liaison Committee meetings in schools, informal feedback conducted by staff, and focus groups (where applicable). Student opinions really do make a difference. Refer to the Moodle site for your course to see how the feedback from previous students has contributed to the course development.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the Student Code of Conduct.

https://www.gs.unsw.edu.au/policy/documents/studentcodepolicy.pdf

Equitable Learning Services (ELS)

Students living with neurodivergent, physical and/or mental health conditions or caring for someone with these conditions may be eligible for support through the Equitible Learning Services team. Equitable Learning Services is a free and confidential service that provides practical support to ensure your mental or physical health conditions do not adversely affect your studies.

Our team of dedicated **Equitable Learning Facilitators** (ELFs) are here to assist you through this process. We offer a number of services to make your education at UNSW easier and more equitable.

Further information about ELS for currently enrolled students can be found at: https://www.student.unsw.edu.au/equitable-learning

Academic Honesty and Plagarism

UNSW has an ongoing commitment to fostering a culture of learning informed by academic integrity. All UNSW staff and students have a responsibility to adhere to this principle of academic integrity. All students are expected to adhere to UNSW's Student Code of Conduct. Find relevant information at: Student Code of Conduct (unsw.edu.au)

Plagiarism undermines academic integrity and is not tolerated at UNSW. It is defined as using the words or ideas of others and passing them off as your own, and can take many forms, from deliberate cheating to accidental copying from a source without acknowledgement.

For more information, please refer to the following:

https://student.unsw.edu.au/plagiarism

Submission of Assessment Tasks

Special Consideration

Special Consideration is the process for assessing and addressing the impact on students of short-term events, that are beyond the control of the student, and that affect performance in a specific assessment task or tasks.

Applications for Special Consideration will be accepted in the following circumstances only:

- Where academic work has been hampered to a substantial degree by illness or other cause;

- The circumstances are unexpected and beyond the student's control;
- The circumstances could not have reasonably been anticipated, avoided or guarded against by the student; and either:

(i) they occurred during a critical study period and was 3 consecutive days or more duration, or a total of 5 days within the critical study period; or

(ii) they prevented the ability to complete, attend or submit an assessment task for a specific date (e.g. final exam, in class test/quiz, in class presentation)

Applications for Special Consideration must be made as soon as practicable after the problem occurs and at the latest within three working days of the assessment or the period covered by the supporting documentation.

By sitting or submitting the assessment task the student is declaring that they are fit to do so and cannot later apply for Special Consideration (UNSW 'fit to sit or submit' requirement).

Sitting, accessing or submitting an assessment task on the scheduled assessment date, after applying for special consideration, renders the special consideration application void.

Find more information about special consideration at: https://www.student.unsw.edu.au/special/consideration/guide

Or apply for special consideration through your MyUNSW portal.

Late Submission of assessment tasks (other than examinations)

UNSW has a standard late submission penalty of:

- 5% per day,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

Electronic submission of assessment

Except where the nature of an assessment task precludes its electronic submission, all assessments must be submitted to an electronic repository, approved by UNSW or the Faculty,

for archiving and subsequent marking and analysis.

Release of final mark

All marks obtained for assessment items during the session are provisional. The final mark as published by the university following the assessment review group meeting is the only official mark.

School Contact Information

Email: Business@adfa.edu.au