



UNSW Course Outline

ZGEN2801 Strategy, Management and Leadership - 2024

Published on the 11 Feb 2024

General Course Information

Course Code : ZGEN2801

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 : In Person

Delivery Format : Standard

Delivery Location : UNSW Canberra at ADFA

Campus : UNSW Canberra

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This General Education course explores the ways that organisations set their strategic objectives (strategy), organise themselves to achieve those objectives (management) and secure the willing support of people who can affect mission accomplishment (leadership). During their careers,

ADF officers can expect to play important roles in the management of Defence, but they will also have to interact with business firms, governments and volunteer organisations. This course prepares them for doing so by developing a broad understanding of strategy, management and leadership in organisations. In the last decade, Defence has become much more focused on coherent strategic management. Future ADF officers need to understand how strategic management concepts apply to Defence. They will also face the challenges of leading change within Defence. This course helps prepare students to take up those challenges.

Course Aims

This course aims to equip you with the skills, knowledge and insights required to recognise the integrated nature of strategy, management and leadership. This ZGEN course is designed to provide a broad overview of the three core areas within a contemporary VUCA and systems context. The course will stress the interconnected nature of organisational strategy development and implementation.

Course Learning Outcomes

Course Learning Outcomes
CL01 : Recognise the fundamentals and interconnectedness of strategic thinking, management and leadership.
CL02 : Apply strategic thinking models to critically analyse Defence and other organisational strategies.
CL03 : Synthesise contemporary strategy, management and leadership, theories to develop appropriate solutions to organisational situations.
CL04 : Prepare and deliver critical analysis reports and communicate with engagement in ways that support the learning of others.

Course Learning Outcomes	Assessment Item
CL01 : Recognise the fundamentals and interconnectedness of strategic thinking, management and leadership.	<ul style="list-style-type: none"> • Lesson plan • Exam – Personal reflection
CL02 : Apply strategic thinking models to critically analyse Defence and other organisational strategies.	<ul style="list-style-type: none"> • Case study • Exam – Personal reflection
CL03 : Synthesise contemporary strategy, management and leadership, theories to develop appropriate solutions to organisational situations.	<ul style="list-style-type: none"> • Lesson plan • Exam – Personal reflection
CL04 : Prepare and deliver critical analysis reports and communicate with engagement in ways that support the learning of others.	<ul style="list-style-type: none"> • Case study • Lesson plan

Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360

Learning and Teaching in this course

Lectures and readings are used to introduce strategy, management and leadership concepts. In tutorials, students will apply these concepts analytically to business case studies, ADFA or the ADF/other organisations with which the ADF interacts. Some guest lectures on leadership will be delivered by senior leaders, reflecting on the leadership lessons they have drawn from their careers.

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 readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

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 make informed and effective selection and application of knowledge in a discipline or profession, in the contexts of local and/or global business.

2: Problem solving

Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous analysis and critical thinking.

3: Business communication

Students will harness, manage and communicate business information effectively using multiple forms of communication across different channels.

4: Teamwork

Students will work in small groups to engage with different perspectives, identify values and their influence in decision making, and develop the skills to contribute to the development of a high

performing team.

5: Responsible business practice

Students will undertake tasks in an ethical manner, manage self and others in a just and ethical manner, and respect others and operate within moral boundaries.

6: Global and cultural competence

Students will develop an open mindset, and embrace diversity of perceptions, beliefs, attitudes and behaviours of others. Students will demonstrate respectful and professional behaviours during all learning activities and at all times.

7: Leadership development

Students will develop the capacity to take initiative, encourage forward thinking and bring about innovation, while effectively influencing others to achieve desired results.

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.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Case study Assessment Format: Group	30%	Start Date: Not Applicable Due Date: 03/04/2024 06:00 PM Post Date: 17/04/2024 06:00 PM
Lesson plan Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 24/05/2024 06:00 PM Post Date: 07/06/2024 06:00 PM
Exam – Personal reflection Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: Exam week Post Date: 10/07/2024 03:00 PM

Assessment Details

Case study

Assessment Overview

A group analysis and business report, incorporating strategic analysis frameworks and management theory.

Course Learning Outcomes

- CL02 : Apply strategic thinking models to critically analyse Defence and other organisational strategies.
- CL04 : Prepare and deliver critical analysis reports and communicate with engagement in ways that support the learning of others.

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be available after 12 February 2024.

N.B. Please ensure that you read the marking criteria on Moodle as all answers need to be utilising theory to support the ideas proposed. The case report should be set out according to accepted academic requirements for formal written work (see Moodle for some advice on this).

Permitted use of Generative AI: SIMPLE EDITING AND DRAFTING ASSISTANCE

For this assessment task, you are permitted to use standard editing and referencing functions in Word, Grammarly and other standard word processing software. This includes spelling and grammar checking and reference citation generation in the creation of your submission.

If your original drafts are in a language other than English and you use online software to help you translate your work into English, you are being assessed on the English translation of your work. You are responsible for correcting errors caused by translation software. Your original non-English draft must be submitted to demonstrate that the substance of the answer is your own work. The marker may use translation software to verify the similarity of the two texts.

As this assessment involves some planning or creative processes, you are permitted to use software to generate initial drafts (or ideas, structures, etc). However, you must develop or edit 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, but we recognise that you are permitted to use AI generated text as a starting point and some 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. You may also wish to submit your AI draft as an appendix.

Assessment Length

2500 words (not including references or appendices)

Submission notes

Group report

Assignment submission Turnitin type

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

Lesson plan

Assessment Overview

Use a provided template and an accompanying justification to prepare a 2-hour interactive lesson plan.

Course Learning Outcomes

- CL01 : Recognise the fundamentals and interconnectedness of strategic thinking, management and leadership.
- CL03 : Synthesise contemporary strategy, management and leadership, theories to develop appropriate solutions to organisational situations.
- CL04 : Prepare and deliver critical analysis reports and communicate with engagement in ways that support the learning of others.

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be available after 12 February 2024.

N.B. Use the template provided. Please ensure that you read the marking criteria on Moodle as all answers need to be utilising theory to support the ideas proposed. Please use accepted academic requirements for formal written work (see Moodle for some advice on this).

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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, but we recognise that you are permitted to use AI generated text as a starting point and some 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. You may also wish to submit your AI draft as an appendix.

Assessment Length

1000-word lesson plan plus 1500-word accompanying critical analysis report

Assignment submission Turnitin type

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

Exam – Personal reflection

Assessment Overview

Students will write 5 x 200-word personal reflections and one 300-word reflection supported by course readings.

Course Learning Outcomes

- CL01 : Recognise the fundamentals and interconnectedness of strategic thinking,

management and leadership.

- CLO2 : Apply strategic thinking models to critically analyse Defence and other organisational strategies.
- CLO3 : Synthesise contemporary strategy, management and leadership, theories to develop appropriate solutions to organisational situations.

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be available after 12 February 2024.

Generative AI:

As the nature of the task is to write about your own personal reflections, thoughts, feelings and experiences of your learning, Generative AI is not helpful. To capture your own thoughts and feelings on the subject matter and how it applies to you means using words and phrases that capture your lived experience. Generative AI tends to use general, un-emotive prose.

Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE ONLY

For this assessment task, you are permitted to use standard editing and referencing functions in Word, Grammarly and other standard word processing software. This includes spelling and grammar checking and reference citation generation in the creation of your submission.

You are permitted to use AI software to research and prepare prior to completing your assessment (see above) but you must not use any functions that generate or paraphrase (or translate) 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 for academic misconduct and possible penalties.

Assessment Length

5 x 200-word reflections, plus one 300-word reflection

Assignment submission Turnitin type

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

General Assessment Information

Referencing

APA 7th Edition. Please see the UNSW referencing guidelines: [American Psychological Association \(APA\) Referencing | UNSW Current Students](#).

Extensions and Special Consideration (School of Business, Undergraduate)

All extension requests for this course must be submitted as a Special Consideration application.

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, 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, 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.

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	Lecture	Introduction to SLAM VUCA: What is it and why does it matter? Venue: LT7 Time: Monday 26 February, 0900-0950h
Week 2 : 4 March - 8 March	Lecture	What is strategy and why does it matter? Venue: LT7 Time: Monday 4 March, 0900-0950h
Week 3 : 11 March - 15 March	Lecture	Being strategic: what do you do? Venue: LT7 Time: FRIDAY 15 March, 0900-0950h
Week 4 : 18 March - 22 March	Lecture	Leaders as levers Venue: LT7 Time: Monday 18 March, 0900-0950h
Week 5 : 25 March - 29 March	Lecture	Systems thinking Venue: LT7 Time: Monday 18 March, 0900-0950h
Week 6 : 1 April - 5 April	Lecture	Guest lecture: Chief Scientist Dr Cathy Foley Strategy in management and leadership in practice Venue: LT7 Time: TUESDAY 2 April, 0900-0950h
Week 7 : 22 April - 26 April	Lecture	Working with teams Venue: TBC Time: Monday 0900-0950h
Week 8 : 29 April - 3 May	Lecture	Negative capability Venue: TBC Time: Monday 0900-0950h
Week 9 : 6 May - 10 May	Lecture	Change management Venue: TBC Time: Monday 0900-0950h
Week 10 : 13 May - 17 May	Lecture	Effective communication in leadership Venue: TBC Time: Monday 0900-0950h
Week 11 : 20 May - 24 May	Lecture	Strategies and management in action Venue: TBC Time: Monday 0900-0950h
Week 12 : 27 May - 31 May	Lecture	Guest lecture Venue: TBC Time: Monday 0900-0950h Compensation Day: Monday 27 May classes to be delivered on Tuesday 28 May. Tuesday 28 May lost.
Week 13 : 3 June - 7 June	Lecture	Semester review and exam prep Venue: TBC Time: Monday 0900-0950h

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Please see the course Moodle site for more information.

Course Resources

Prescribed Resources

There are no compulsory textbooks for this course. All required course readings will be made available on the course Moodle site.

Recommended Resources

Recommended reading/s will be made available on the course Moodle site.

Course Evaluation and Development

Feedback will be gathered, formally and informally via myExperience and class reflections.

We have incorporated feedback from the December Summer School in 2023/2024.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Penelope Bergen		Building 27, Room 304, School of Business, UNSW Canberra	+61 2 5114 5139	By appointment	Yes	Yes
Tutor	Jenelle Lawson		Building 27, Room 324, School of Business, UNSW Canberra		By appointment	No	No
	Nelia Hyndman-Rizk		Building 27, Room 311, School of Business UNSW Canberra	+61 2 5114 5680	By appointment	No	No

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 Equitable 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 Plagiarism

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 \(unsw.edu.au\)](https://www.student.unsw.edu.au/student-code-of-conduct)

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