



UNSW Course Outline

MGMT5710 Managing and Leading People - 2024

Published on the 13 May 2024

General Course Information

Course Code : MGMT5710

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

The objective of this course is to enable you to identify and develop essential skills for bringing out the best in yourself and others, when working both within and between organisations. It will also highlight some of the possible pitfalls of management and enable you to begin the lifelong

journey of developing strategies to avoid those pitfalls and systematically work towards realising your managerial and leadership potential!

This course is based on scholarly research and practical frameworks drawn from multiple disciplines including management, leadership, business administration, ethics, corporate social responsibility (CSR), cultural studies, and organisational psychology.

Course Aims

This course aims to introduce students to the role and skills and significance of leadership and management in various organisational contexts. Students will encounter the major theories of management and leadership and will apply these to case studies of modern workplaces. Students will be given opportunities to reflect on and develop their own leadership and management skills and competencies

Relationship to Other Courses

This course has no pre-requisites. It builds on other courses (e.g., MGMT5050), by advancing your leadership skill of self-reflection, and importantly exploring how you lead people, teams, and larger collectives (e.g., business units, business ecosystems).

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Apply an evidence-based approach to dealing with management challenges	• PL01 : Business Knowledge
CLO2 : Identify the most common mistakes people make when they become managers and how to avoid them	• PL01 : Business Knowledge
CLO3 : Systematically and effectively manage and lead people	
CLO4 : Develop your social capital	• PL07 : Leadership Development
CLO5 : Analyse challenges and opportunities that face organisational leaders today (e.g. digitization, climate change).	• PL02 : Problem Solving • PL05 : Responsible Business Practice
CLO6 : Actively listen to others and communicate ideas in a succinct and persuasive manner.	• PL03 : Business Communication

Course Learning Outcomes	Assessment Item
CLO1 : Apply an evidence-based approach to dealing with management challenges	• Management briefing and facilitation • Leadership project • Participation
CLO2 : Identify the most common mistakes people make when they become managers and how to avoid them	• Leadership project
CLO3 : Systematically and effectively manage and lead people	• Management briefing and facilitation • Participation • Leadership project
CLO4 : Develop your social capital	• Participation • Leadership project
CLO5 : Analyse challenges and opportunities that face organisational leaders today (e.g. digitization, climate change).	• Management briefing and facilitation • Leadership project
CLO6 : Actively listen to others and communicate ideas in a succinct and persuasive manner.	• Management briefing and facilitation • Participation • Leadership project

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

Management and leadership are inherently practical endeavors that people learn by doing. Thus, this course incorporates a learning design of lectures and seminars both online and face-to-face where management and leadership concepts are practiced through small-group activities. Seminar activities are highly interactive and experiential, including decision-making cases, topical debates, peer coaching and feedback, role plays, and presentations. These activities are an opportunity to apply course concepts, gain feedback, and improve leadership and management skills. Class participation will be directly related to preparation, participation, and contribution to discussions during these activities.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Management briefing and facilitation Assessment Format: Individual	30%	Due Date: Determined in Week 1 Seminar	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL02 : Problem Solving• PL03 : Business Communication
Leadership project Assessment Format: Group	50%	Due Date: Team Presentation: Week 10 seminar. Individual Interview: week 10 / 11.	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL03 : Business Communication• PL07 : Leadership Development
Participation Assessment Format: Individual	20%	Due Date: Ongoing contributions in lectures, seminars and team meetings.	<ul style="list-style-type: none">• PL01 : Business Knowledge• PL03 : Business Communication• PL07 : Leadership Development

Assessment Details

Management briefing and facilitation

Assessment Overview

The management briefing practices application of course concepts to organizational situations, presentation skills and facilitation of peers different perspectives.

Course Learning Outcomes

- CL01 : Apply an evidence-based approach to dealing with management challenges
- CL03 : Systematically and effectively manage and lead people
- CL05 : Analyse challenges and opportunities that face organisational leaders today (e.g. digitization, climate change).
- CL06 : Actively listen to others and communicate ideas in a succinct and persuasive manner.

Detailed Assessment Description

Course topics come alive when you connect them to real-life issues. Preparing and delivering a compelling management briefing presentation is your chance to develop and demonstrate your ability to draw clear connections between course concepts and recent organizational events. At the conclusion of your briefing, facilitation of a seminar discussion will enable you to showcase the depth of your knowledge and communication skills.

At the beginning of seminars in weeks 3 to 9 (inclusive), several students will present their chosen current event and demonstrate how the course concepts can be applied to improve the situation. Choose a 2024 event that has been reported in the news, business press, or a recent documentary (i.e., www.afr.com, <http://www.smh.com.au/business>, <http://www.abc.net.au/news/business/>, <https://www.forbes.com>).

Assessment Length

5 mins

Submission notes

A link on Moodle is provided for you to upload your 1 page summary 24hrs before the tut.

Assessment information

Please see Moodle and Assessment Guide for further details.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Leadership project

Assessment Overview

With an allocated team, you will interview organisational managers and leaders, integrate insights with course concepts and share these insights in a team presentation to the tutorial (30%).

This leadership project provides an opportunity to develop management and leadership skills as well as learn from peers. You will then have a structured individual interview with your tutor to explain your management and leadership capabilities (20%).

Course Learning Outcomes

- CL01 : Apply an evidence-based approach to dealing with management challenges
- CL02 : Identify the most common mistakes people make when they become managers and how to avoid them
- CL03 : Systematically and effectively manage and lead people
- CL04 : Develop your social capital
- CL05 : Analyse challenges and opportunities that face organisational leaders today (e.g. digitization, climate change).
- CL06 : Actively listen to others and communicate ideas in a succinct and persuasive manner.

Detailed Assessment Description

Overview: This project represents a great opportunity to build your social capital by approaching, having a high-quality interaction with, and learning from someone you consider to be a highly effective leader. The person you interview could be drawn from the business, government, university, religious, or non-profit arenas. You are strongly encouraged to support your team members in identifying, preparing to interview, and learning from a leader that they admire. Your learning will continue as you receive peer feedback regarding how you conducted your interview, discuss with your team members what you learned from the person you interviewed, and synthesizing themes from the interviews your team members conducted (1 each) to develop your team presentation. The team presentation focuses on what you collectively learned about how course concepts may be applied to address contemporary challenges in managing and leading people. After completing the presentation, in week 10 or 11 (depending on tutor availability), there is a 5 minute structured interview with the tutor to explore your individual understanding of the Leadership Project, and to showcase the development of your leadership skills across the term.

Why a team project? This is a team project because, throughout your career, you will routinely work in teams with other people to achieve your shared objective(s). Often you will have little discretion over the membership of such teams. To help you develop your skills in working effectively in such teams, you will be randomly assigned to a team of 3-6 members whom you will work with to complete your team project.

Assessment Length

10 mins

Submission notes

Upload 1 page presentation summary on Moodle Turnitin

Assessment information

Please see Moodle and Assessment Guide for further details.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Hurdle rules

1. Seminar time has been allocated to work on a Team Agreement. This document is due on Moodle by Week 4 Monday 9am; have only 1 team member submit this document.
2. To obtain the team component of the mark you need to: (a) attend and verbally contribute to the week 7 meeting with your tutor; and (b) attend and verbally contribute to the week 10 presentation.

Participation

Assessment Overview

Managing and leading people involves being prepared for the task at hand so to be able to participate in high quality discussions that include different perspectives. This assessment includes participation in: lectures via technology platforms (10%) and seminars from peers (10%).

Course Learning Outcomes

- CL01 : Apply an evidence-based approach to dealing with management challenges
- CL03 : Systematically and effectively manage and lead people
- CL04 : Develop your social capital
- CL06 : Actively listen to others and communicate ideas in a succinct and persuasive manner.

Detailed Assessment Description

Part A (10%): Tasks completed in lectures on various digital platforms.

Part B (10%): Evaluated by peers in the seminar and moderated by the tutor.

Assessment Length

NA

Submission notes

Part 1: lecture participation completed in lecture time. Part 2: peer evaluation completed on Moodle by above due date.

Assessment information

Please see Moodle and Assessment Guide for further details.

Assignment submission Turnitin type

Not Applicable

General Assessment Information

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Grading Basis

Standard

Requirements to pass course

In order to pass this course students must:

- Achieve a composite mark of at least 50 out of 100.
- Attempt all assessments.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 0 : 20 May - 26 May	Reading	Orient yourself in the MGMT5710 Moodle site & Assessment Guide
Week 1 : 27 May - 2 June	Topic	Developing my management and leadership skills
Week 2 : 3 June - 9 June	Topic	Developing connections with others to manage and lead
Week 3 : 10 June - 16 June	Topic	Managing & leading teams (recorded lecture as public holiday)
Week 4 : 17 June - 23 June	Topic	Management and leadership conversations
Week 5 : 24 June - 30 June	Topic	Managing and leading for impact
Week 6 : 1 July - 7 July	Topic	Flexibility week
Week 7 : 8 July - 14 July	Topic	Leadership styles
Week 8 : 15 July - 21 July	Topic	Managing and leading across different contexts
Week 9 : 22 July - 28 July	Topic	The role of sense-making in management and leadership
Week 10 : 29 July - 4 August	Topic	Thriving as a leader and manager

Attendance Requirements

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

Course Resources

Prescribed Resources

There is no prescribed textbook for this course. All required readings and other resources are posted on Moodle.

Recommended Resources

Additional, optional course resources will be recommended to students in lectures each week.

Additional Costs

None.

Course Evaluation and Development

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality. Towards the end of this term, we will also seek your feedback through informal in-class discussions.

Continual improvements have been made to this course following student feedback. For example, in 2023 T3, lecture content was adjusted to address a broader range of leadership tools. In 2024 T2 assessments were refined to provide more opportunities for demonstrating your leadership development, especially communication skills.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Catherine Collins				By appointment	No	Yes
Tutor	Wence Peraza				By appointment	No	No
	Catalina Badiola				By appointment	No	No
	Feliks Lewandowski				By appointment	No	No
	Georgina Shehadie				By appointment	No	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will

update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.