



**UNSW**

## UNSW Course Outline

# ADAD9312 Leadership in the Cultural and Creative Industries - 2024

Published on the 06 Feb 2024

## General Course Information

**Course Code :** ADAD9312

**Year :** 2024

**Term :** Term 1

**Teaching Period :** T1

**Is a multi-term course? :** No

**Faculty :** Faculty of Arts, Design and Architecture

**Academic Unit :** School of Art & Design

**Delivery Mode :** Multimodal

**Delivery Format :** Standard

**Delivery Location :** Paddington

**Campus :** Paddington

**Study Level :** Postgraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

The course provides an understanding of the various definitions of leadership and how they

intersect, influence and are shaped by the cultural and creative industries. Leadership is examined from a theoretical and real world perspective to provide you with knowledge and practical techniques to help shape your careers. The idea of leadership takes many forms as distinct from organisational hierarchy, role or status. Cultural leadership is reflected in and by the organisation and industry, and this course demonstrates the interconnectedness of leadership to other disciplines such as marketing, writing, management, creative practice and production. Through lectures, workshops, case studies and action learning you will engage with examples of leadership in cultural and creative organisations, reflect on your own understanding of leadership and develop your own leadership capacity, preparing you for the rapidly evolving cultural landscape.

## Course Aims

This course aims to:

1. provide students with an understanding of what leadership means within the cultural creative industries, how leadership roles change and develop within different organisational settings and how to relate the concept of leadership to their own personal practice;
2. build and enhance existing leadership capability or prepare students for leadership roles within the industry. To support this aim the broad selection of leadership theories and models are described, discussed and then applied to assist maximum understanding, appreciation and information retention.

# Course Learning Outcomes

| Course Learning Outcomes   |
|--|
| CLO1 : Discuss theoretical and practical applications of major creative leadership theories.       |
| CLO2 : Apply leadership theory to art, design and cultural organisational processes.               |
| CLO3 : Reflect on leadership behaviours and how they impact upon organisational aims and outcomes. |
| CLO4 : Develop leadership skills and capability that can be applied to their role or practice.     |

| Course Learning Outcomes   | Assessment Item  |
|--|--|
| CLO1 : Discuss theoretical and practical applications of major creative leadership theories.       | • Leadership Case Study                                  |
| CLO2 : Apply leadership theory to art, design and cultural organisational processes.               | • Reflective Leadership Essay<br>• Leadership Case Study |
| CLO3 : Reflect on leadership behaviours and how they impact upon organisational aims and outcomes. | • Reflective Leadership Essay<br>• Leadership Case Study |
| CLO4 : Develop leadership skills and capability that can be applied to their role or practice.     | • Reflective Leadership Essay                            |

## Learning and Teaching Technologies

Moodle - Learning Management System

## Additional Course Information

Students should be prepared to participate fully in the online environment. This includes a cameras-on policy for tutorials

## Assessments

### Assessment Structure

| Assessment Item  | Weight | Relevant Dates  |
|--|--------|---|
| Leadership Case Study<br>Assessment Format: Group            | 50%    | Start Date: Not Applicable<br>Due Date: 15/03/2024 05:00 PM |
| Reflective Leadership Essay<br>Assessment Format: Individual | 50%    | Start Date: Not Applicable<br>Due Date: 24/04/2024 05:00 PM |

# Assessment Details

## Leadership Case Study

### Assessment Overview

For Part A, in groups of approximately 4, students will prepare a 10-minute presentation demonstrating an example of leadership within the cultural and creative industries. This case study will focus on an individual or an organisation that demonstrates one or more theories and perspectives on leadership. The case study should demonstrate how the organisation or individual engages with leadership practice. This may include analysis of the organisational structure, public material demonstrating leadership approach and role as leaders within the industry. Part A (group) comprises 50% of the mark for this assessment.

For Part B, building upon the group work undertaken in Part A, students will each submit an individual report. Utilising and reflecting on the leadership theories discussed in class, readings and through additional research the report should develop and refine the example of cultural and creative leadership in relation to relevant theories and perspectives. Part B (individual) comprises 50% of the mark for this assessment.

Feedback will be provided on a regular basis in studio through discussion with peers and tutors. Summative assessment and feedback will be provided digitally based on the rubric.

### Course Learning Outcomes

- CLO1 : Discuss theoretical and practical applications of major creative leadership theories.
- CLO2 : Apply leadership theory to art, design and cultural organisational processes.
- CLO3 : Reflect on leadership behaviours and how they impact upon organisational aims and outcomes.

### Detailed Assessment Description

Group presentations will be given in class time during week 5, and feedback will be given in class.

Individual reports will be submitted at the end of week 5 and written feedback will be provided via Turnitin

There will of course be similarities between individual papers. You are encouraged to use the opportunity to develop your own writing and argumentation style, but understand that content will (and should) be shared between team-mates.

### Assessment Length

1000

### Assessment information

Verbal feedback provided in class on part A and individual written feedback and mark provided online for Part B.

### Assignment submission Turnitin type

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

## **Reflective Leadership Essay**

### Assessment Overview

All students will participate in a variety of action learning activities during classes that will investigate leadership and collaboration from practical perspectives. These interactive activities will put into practice some of the theories that will have been discussed in classes and lectures. In this assessment you are required to write a 2000-2500 word reflective piece on your experience of participating in at least one of the activities and relate it to the leadership theories and issues in the creative and cultural industries. More than one activity may be discussed, and other experiences may be drawn upon from your professional or educational life. The assignment requires that you do more than describe the experience – you will need to analyse the experience to articulate what you have learned from it, and explain why it is significant.

Feedback will be provided on a regular basis in studio through discussion with peers and tutors. Summative assessment and feedback will be provided digitally based on the rubric.

### Course Learning Outcomes

- CLO2 : Apply leadership theory to art, design and cultural organisational processes.
- CLO3 : Reflect on leadership behaviours and how they impact upon organisational aims and outcomes.
- CLO4 : Develop leadership skills and capability that can be applied to their role or practice.

### Detailed Assessment Description

In this assessment you are required to identify what you consider to be the most interesting current and future challenges and opportunities for leadership in the cultural and creative industries, and reflect on the implications for your practice. Your essay should draw on extensive reflection on your experiences throughout the course - including both in class activities and other experiences from your professional and/or educational life.

### **Recording and reflecting on experience:**

It is recommended that you write a brief account each week on the experiences in the course in order to provide material as a basis for your reflection. This will enable you to look back through your notes and ask reflective questions such as:

- What did you experience (the story of what happened, how did you feel?, what were your responses?)
- What parts of your experience were unexpected? What parts challenged your assumptions?
- Were there moments when you learned something new?
- Did you try to apply or act upon what you had learned in class or in other parts of your daily life?

#### **Seeing your practice in context:**

The assignment requires you to connect what you have learnt from your own experiences to the wider research and literature about leadership in the creative and cultural industries. It will require you to:

- Identify what drives your practice and career – your values, desires, potential and capacities in relationship to what you have learned about leadership. This should include specific references to authors, articles and major themes.
- Consider your own practice and career in relationship to your field. Which of the big issues and questions surrounding leadership in the sector are relevant to you?
- Identify opportunities for leadership that suit your particular skills and context. Which models or paradigms of leadership can you try to work with?
- Consider those opportunities in time. Critically appraise your leadership capacity now and ask how you can develop it in the future?

There are more resources available to facilitate reflective writing at <https://student.unsw.edu.au/reflective-writing>

#### **Writing your report:**

Your report should have an argument and a clear structure that scaffolds your argument. You can write in the first person (e.g. "I discovered that my core value of "assisting others" leads me

towards collaborative and participatory leadership approaches". Make sure that you are referencing the ideas and words of others properly. Information on how to reference can be found at <https://student.unsw.edu.au/citing-different-sources>

#### **Assessment Length**

2500

#### **Assignment submission Turnitin type**

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

## **General Assessment Information**

#### **Grading Basis**

Standard

## **Course Schedule**

| Teaching Week/Module               | Activity Type | Content  |
|------------------------------------|---------------|--|
| Week 1 : 12 February - 18 February | Lecture       | Perspectives on leadership 1: Challenges and opportunities in the cultural and creative sector   |
| Week 2 : 19 February - 25 February | Lecture       | Perspectives on leadership 2: Mapping leadership theories and styles in the cultural and creative sector.  |
| Week 3 : 26 February - 3 March     | Lecture       | Values, advocacy and thought leadership  |
| Week 4 : 4 March - 10 March        | Lecture       | Leading together – Participatory leadership, shared leadership and teamwork  |
| Week 5 : 11 March - 17 March       | Lecture       | Decolonising cultural and creative leadership  |
| Week 6 : 18 March - 24 March       | Other         | Study Week   |
| Week 7 : 25 March - 31 March       | Lecture       | Reflective leadership - Learning to lead and authentic leadership  |
| Week 8 : 1 April - 7 April         | Lecture       | All leadership is environmental leadership (public holiday)  |
| Week 9 : 8 April - 14 April        | Lecture       | The digital futures of cultural and creative leadership  |
| Week 10 : 15 April - 21 April      | Lecture       | Industry panel discussion: Leadership and policy making<br>We will hear from cultural industry professionals involved in writing recent cultural policies in Australia. How does policy connect with political leadership, and what kind of leadership does it enact within the cultural industries? |

## **Attendance Requirements**

#### **Attendance Requirements**

Students are expected to attend all classes for each course in which they are enrolled. Failure to attend and participate in at least 80% of learning activities such as discussions, peer feedback, studio sessions, online activities, group work, etc., may result in you being flagged as at risk of failing the course. By punctually attending and actively participating in your classes you not only increase your own opportunities for developing your skills and knowledge, but will also help build a rigorous and engaged creative community with other students. If you are unable to attend

classes, please inform your relevant Course Convenor. If the absence is for medical reasons, you will be required to present a medical certificate. If absences impact your ability to undertake assessment, then you should apply for [Special Consideration](#).

# Course Resources

## Prescribed Resources

See Moodle

## Recommended Resources

See Moodle

## Course Evaluation and Development

Teaching staff in this course welcome formative feedback throughout the semester. Please discuss ideas for improvement with your tutor, or contact the convener.

Summative feedback will be gathered through My Experience and is used to inform future developments of the course. For example students have previously expressed their desire to hear reflections of industry professionals on leadership, so this term we are holding an Industry Panel discussion in the final week of the course.

# Staff Details

| Position | Name          | Email | Location | Phone | Availability | Equitable Learning Services Contact | Primary Contact |
|----------|---------------|-------|----------|-------|--------------|-------------------------------------|-----------------|
|          | Lizzie Muller |       |          |       |              | No                                  | Yes             |

# Other Useful Information

## Academic Information

Due to evolving advice by NSW Health, students must check for updated information regarding online learning for all Arts, Design and Architecture courses this term (via Moodle or course information provided).

Please see: <https://www.unsw.edu.au/arts-design-architecture/student-life/resources-support/protocols-guidelines> for essential student information relating to:

- UNSW and Faculty policies and procedures;
- Student Support Services;
- Dean's List;
- review of results;
- credit transfer;
- cross-institutional study and exchange;
- examination information;
- enrolment information;
- Special Consideration in the event of illness or misadventure;
- student equity and disability;

And other essential academic information.

## Academic Honesty and Plagiarism

Plagiarism is using the words or ideas of others and presenting them as your own. It can take many forms, from deliberate cheating to accidentally copying from a source without acknowledgement.

UNSW groups plagiarism into the following categories:

- Copying: Using the same or very similar words to the original text or idea without acknowledging the source or using quotation marks. This includes copying materials, ideas or concepts from a book, article, report or other written document, presentation, composition, artwork, design, drawing, circuitry, computer program or software, website, internet, other electronic resource, or another person's assignment without appropriate acknowledgement.
- Inappropriate paraphrasing: Changing a few words and phrases while mostly retaining the original information, structure and/or progression of ideas of the original without acknowledgement. This also applies in presentations where someone paraphrases another's ideas or words without credit and to piecing together quotes and paraphrases into a new whole, without appropriate referencing.
- Collusion: Working with others but passing off the work as a person's individual work. Collusion also includes providing your work to another student for the purpose of them plagiarising, paying another person to perform an academic task, stealing or acquiring another person's academic work and copying it, offering to complete another person's work or seeking payment for completing academic work.
- Inappropriate citation: Citing sources which have not been read, without acknowledging the "secondary" source from which knowledge of them has been obtained.
- Duplication ("self-plagiarism"): Submitting your own work, in whole or in part, where it has previously been prepared or submitted for another assessment or course at UNSW or another university.

The UNSW Academic Skills support offers resources and individual consultations. Students are also reminded that careful time management is an important part of study. One of the identified

causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting and proper referencing of sources in preparing all assessment items. UNSW Library has the ELISE tool available to assist you with your study at UNSW. ELISE is designed to introduce new students to studying at UNSW, but it can also be a great refresher during your study.

Completing the ELISE tutorial and quiz will enable you to:

- analyse topics, plan responses and organise research for academic writing and other assessment tasks
- effectively and efficiently find appropriate information sources and evaluate relevance to your needs
- use and manage information effectively to accomplish a specific purpose
- better manage your time
- understand your rights and responsibilities as a student at UNSW
- be aware of plagiarism, copyright, UNSW Student Code of Conduct and Acceptable Use of UNSW ICT Resources Policy
- be aware of the standards of behaviour expected of everyone in the UNSW community
- locate services and information about UNSW and UNSW Library

## Use of AI for assessments

As AI applications continue to develop, and technology rapidly progresses around us, we remain committed to our values around academic integrity at UNSW. Where the use of AI tools, such as ChatGPT, has been permitted by your course convener, they must be properly credited and your submissions must be substantially your own work.

In cases where the use of AI has been prohibited, please respect this and be aware that where unauthorised use is detected, penalties will apply.

### [Use of AI for assessments | UNSW Current Students](#)

## Submission of Assessment Tasks

### Turnitin Submission

If you encounter a problem when attempting to submit your assignment through Turnitin, please telephone External Support on 9385 3331 or email them on [externalteltsupport@unsw.edu.au](mailto:externalteltsupport@unsw.edu.au)

Support hours are 8:00am – 10:00pm on weekdays and 9:00am – 5:00pm on weekends (365 days a year). If you are unable to submit your assignment due to a fault with Turnitin, you may

apply for an extension, but you must retain your ticket number from External Support (along with any other relevant documents) to include as evidence to support your extension application. If you email External Support, you will automatically receive a ticket number, but if you telephone, you will need to specifically ask for one. Turnitin also provides updates on their system status on Twitter.

Generally, assessment tasks must be submitted electronically via either Turnitin or a Moodle assignment. In instances where this is not possible, alternative submission details will be stated on your course's Moodle site. For information on how to submit assignments online via Moodle: <https://student.unsw.edu.au/how-submit-assignment-moodle>

## Late Submission Penalty

UNSW has a standard late submission penalty of:

- 5% per calendar day,
- for all assessments where a penalty applies,
- capped at five calendar 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 [Special Consideration](#) as early as possible before the deadline. Support with [Time Management is available here.](#)

## School-specific Information

### Risk of Failure Warnings

If you are at risk of failing the course, because of lack of attendance, low marks in assignments, failing to submit assignments, or lack of participation or engagement, you may be notified by email. Please ensure you read your university email, and respond to any official risk of failure warning promptly. NOTE – if the warning email is sent to your UNSW e-Mail address, it is considered as being read by you whether you check your UNSW email or not.

### Late Submission Penalties

If you believe that circumstances will prevent you from submitting an assessment on time, please notify your course convenor as soon as possible. There will be penalties applied for being late and a clear 'no later than' date beyond which submission won't be accepted. Where a Special

Consideration is not applied for, and a student assessment is late, the following guidelines apply:

1. Up to 5 days after due date, a penalty of 5% (of maximum mark for assignment) will be applied for each day late (e.g. an assignment that is 3 days late would have its mark reduced by 15%). Please note - for the purpose of deduction calculation, a 'day' is each 24-hour period (or part thereof) past the stipulated deadline for submission within the calendar year (including weekends and public holidays). Task with a percentage mark - If the task is marked out of 100%, late submission will attract a deduction of 5% from the mark awarded to the student for every 24-hour period (or part thereof) past the stipulated deadline.

Example: A student submits an essay 48 hours and 10 minutes after the stipulated deadline. The essay is marked out of 100%. A 3 day late penalty will be applied ( $3 \times 5\% = 15\%$ ). The essay receives a mark of 68%. The student's mark will therefore be reduced to 53% ( $68\% - 15\%$ ).

2. Beyond 5 days late, no submission will be accepted.

### **Special Consideration**

Please note that the University's Special Consideration process allows students to apply for an extension within 3 days of the assessment due date. This provides for more extensive extensions, subject to documentation, and Course Convenor approval. You can apply for special consideration online through [my.UNSW.edu.au](https://www.student.unsw.edu.au/special-consideration). More information about special consideration can be found here: <https://www.student.unsw.edu.au/special-consideration>

NOTE: If you are experiencing issues related to your access to class material or difficulty with technology, make sure you notify your lecturer as soon as possible, well before any assessment due date. Last minute requests for extensions due to computer failure, file corruption, printing problems etc. do not qualify students for special consideration or extensions. Students are expected to maintain regular backups of their work at all times.

### **Educational adjustments**

Educational adjustments can be applied to assessments if you are living with a disability, a long term medical condition, a mental health condition, and/or are a carer of individuals with a disability. The Equitable Learning Service (ELS) determines adjustments based on medical documentation and communicates these via an Equitable Learning Plan (ELP). To receive educational adjustments for equitable learning support, you must first register with Equitable Learning Services (ELS). More information about Equitable Learning Services can be found here

## Supplementary Assessment

Supplementary assessments are available to students in this course who have failed an assessment but have subsequently had an application for Special Consideration approved by the university. The supplementary assessment may take a different form than the original assessment and will be defined by the course convenor - but it will address the same learning outcomes as the original assessment. If Special Consideration has not been awarded, the maximum mark that may be awarded for a supplementary assessment is 50% of the full assessment mark.

## Academic Honesty and Plagiarism

Plagiarism is taking the ideas, words, images, designs or objects of others and passing them off as your own. Plagiarism is a type of intellectual theft. Plagiarism can take many forms, from deliberate cheating to accidentally copying from a source without acknowledgement. Plagiarism can have serious consequences, so it is important that students be aware of what it is, and how to avoid it. All written submissions are automatically checked for plagiarism using the Turnitin site. For further information, please see the Academic Integrity & Plagiarism website <https://www.student.unsw.edu.au/plagiarism>.

## Referencing Requirements for Assessments

Your course convenor will inform you what referencing system this course follows. Useful guidelines on how to reference according to various systems can be found at: <https://student.unsw.edu.au/referencing>.

You may follow these guidelines in your assessment tasks, or seek additional advice from your lecturer. Styles for Endnote are downloadable from the Endnote website. Accurate and correct referencing is an important academic prerequisite at University level, and if your work does not meet these requirements, it may be marked down, or in more serious cases, it may be treated as an instance of plagiarism and academic dishonesty.

## Use of Generative AI

As AI applications continue to develop, and technology rapidly progresses around us, we remain committed to our values around academic integrity at UNSW. Your work must be your own and

where the use of AI tools, such as ChatGPT, have been permitted by your course convener, they must be properly credited and your submissions must be substantially your own work. In cases where the use of AI has been prohibited, please respect this and be aware that where unauthorised use is detected, penalties will apply. If in doubt, please seek advice from the Course Convenor prior to using generative AI tools.

<https://www.student.unsw.edu.au/assessment/ai>

## Health and Safety

Ensuring student and staff health and safety is very important at UNSW Art & Design. Health and safety is everyone's responsibility. As a student, you have a responsibility not to do anything that risks your own health and safety, or the health or safety of your fellow students, staff members or visitors. This means, for example, exiting the building during a fire drill; wearing personal protective equipment and clothing (PPEC) when staff or signage instructs you to do so; undertaking induction to using equipment or carrying out processes that require specific knowledge; and reporting hazards or incidents to your lecturer or supervisor as soon as you become aware of them. For more information, please see <https://safety.unsw.edu.au/>.

## Additional Support and Resources

At UNSW you can also find support and resources if you need help with your personal life, getting your academic success on track or just want to know how to stay safe. See <https://www.student.unsw.edu.au/wellbeing>.

Additional support for students is available by contacting the following centres:

- Student Support and Development <https://www.student.unsw.edu.au/support>
- Student Support Advisors: <https://www.student.unsw.edu.au/advisors>
- Mental Health Support: <https://www.student.unsw.edu.au/mental-health-support>
- Academic Skills and Support <https://www.student.unsw.edu.au/skills>
- UNSW IT Service Centre <https://www.myit.unsw.edu.au/>
- Student Gateway: <https://www.student.unsw.edu.au/>
- Equitable Learning Services: <https://www.student.unsw.edu.au/equitable-learning>
- Faculty Resources and Support: <https://www.unsw.edu.au/arts-design-architecture/student-life/resources-support>
- Arc: <https://www.arc.unsw.edu.au/>

## After Hours Access to the Paddington Campus

The core operating hours for the Paddington Campus are below. All students have access to the campus during these hours:

- Monday to Friday 0800 – 2100
- Saturday 0900 – 1700

Some students are permitted to have “After Hours Access” (AHA) to the campus upon completion of a series of inductions. The inductions are dependent on location, as well as the types of activities undertaken in those locations. The first of these is this Primary Induction, and this must be completed online <https://my.artdesign.unsw.edu.au>. All students requiring AHA are required to complete this induction. The Primary Induction gives access to the following Low Risk areas:

#### Post Graduate Students

- PG Research students – Level 4 F Block, Computer Labs and Learning Commons
- Master of Design students – Level 3 D Block, Computer Labs and Learning Commons
- Master of Curating and Cultural Leadership students – D207, Computer Labs and Learning Commons

#### Honours Students

- Fine Arts – Level 3 F Block, Computer Labs and Learning Commons
- Design – Level 1 E Block, Computer Labs and Learning Commons
- Media Arts – Level 3 F Block, Computer Labs and Learning Commons

Subsequent inductions are workshop and lab specific, and are conducted face-to-face by the UNSW Art & Design Technical staff. Students and staff must first successfully complete the Primary Induction before requesting a Workshop/Lab specific Induction.

#### School Contact Information

##### UNSW School of Art & Design

##### Faculty of Arts, Design & Architecture

##### Paddington Campus

Cnr Greens Rd & Oxford Street

Paddington NSW 2021

ad.generaladmin@unsw.edu.au