



UNSW Course Outline

ZBUS2302 Leadership - 2024

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General Course Information

Course Code : ZBUS2302

Year : 2024

Term : Semester 2

Teaching Period : Z2

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

Are you a leader in the making? This undergraduate course, unlike traditional learning and teaching of leadership/leadership theory, focuses on your personal development for success in either the dynamic world of business or the structured environment of the defence force. We embark on a structured journey of Being, Knowing, and Doing leadership.

In “Being,” we delve into self-discovery, exploring questions like: *What shapes your leadership style? How do your experiences and values translate into decisions?*

Moving to “Knowing,” we shift gears to understand the empirically proven foundations of successful leadership. Here, we’ll tackle questions like: *What are some of the popular theories in leadership? What leadership aspects do these theories emphasise? What does empirical research say about the effectiveness of these approaches to leadership?*

Finally, “Doing” empowers you to apply leadership across diverse contexts. Through real-world projects and exercises, you’ll learn to adapt your leadership skills to various situations and settings.

This course is designed for undergraduate students who want to develop themselves as impactful leaders, regardless of their future career path.

Course Aims

This course aims to equip you with the tools and insights to become a more effective, self-aware leader. Whether you envision yourself leading in the fast-paced world of business, the structured military environment, or elsewhere, this course gives you a strong foundation. Unlike traditional courses that simply teach leadership theories, we focus on building your own leadership identity. You’ll explore the core elements of leadership, understand the research behind successful leadership practices, and learn how to apply your leadership skills in different situations.

By completing this course, you’ll be able to thoughtfully distinguish between leading, managing, and commanding. You’ll develop a deep understanding of your own leadership style and values, informed by respected leadership theories and empirical research. Most importantly, you’ll gain the confidence and adaptability to put your leadership into action, making positive impacts in your chosen field and within your community.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Differentiate between the concepts of leading, managing and commanding.
CLO2 : Identify and explain the elements of leadership and how these contribute to developing leader capability.
CLO3 : Examine empirical research into leadership and how this supports lifelong leader development.
CLO4 : Reflect on the integration of leadership behaviours in your day-to-day activities.

Course Learning Outcomes	Assessment Item
CLO1 : Differentiate between the concepts of leading, managing and commanding.	<ul style="list-style-type: none"> • Leaders Analysis • Leader Reflection
CLO2 : Identify and explain the elements of leadership and how these contribute to developing leader capability.	<ul style="list-style-type: none"> • Leadership Workshop • Leader Reflection
CLO3 : Examine empirical research into leadership and how this supports lifelong leader development.	<ul style="list-style-type: none"> • Leadership Workshop • Leaders Analysis • Leader Reflection
CLO4 : Reflect on the integration of leadership behaviours in your day-to-day activities.	<ul style="list-style-type: none"> • Leadership Workshop • Leader Reflection

Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360

Learning and Teaching in this course

Teaching strategies include lectures, presentations, videos, current leaders as guest lecturers, self-reflection and self-awareness quizzes and activities. Students will actively engage in lectures with the lecturer and with each other and actively engage in tutorial discussions. Students will engage in research, additional reading and regular discussion. Students will learn about leadership but will also reflect on their approaches to leadership and the journey of becoming a successful and effective contemporary leader.

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

Select, explain and apply knowledge from interdisciplinary theories to critically analyse

leadership tendencies and effectiveness, focusing on the ADF and public service contexts.

2: Problem solving

Apply leadership knowledge and behavioural frameworks to critically analyse leadership effectiveness. Draw from interdisciplinary theory to develop analytical thinking and problem solving skills.

3: Business communication

Use modes of communication that play to one's strengths and enhance leadership effectiveness. Adopt creative and engaging forms of communication that facilitate inspiration.

4: Teamwork

Collaborate in groups to engage with different perspectives, identify values and their influences in decision making, and develop the skills to contribute to the development of a high performing team.

5: Responsible business practice

Understand the link between values, morality and ethics and adopt behaviours that demonstrate ethical leadership and followership in everyday life.

6: Global and cultural competence

Develop communication and collaboration skills to support leading diverse teams of people. Develop respectful responses to difference and engage with diversity for improved leadership and team performance.

7: Leadership development

Develop and demonstrate self-leadership and potential for leading others. Develop effective leader and follower behaviours. Adopt a life-long approach to leader development including applying feedback and undertaking personal reflection.

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
Leadership Workshop Assessment Format: Group	30%	Start Date: Not Applicable Due Date: Week 4: 05 August - 09 August, Week 5: 12 August - 16 August, Week 6: 19 August - 23 August, Week 7: 09 September - 13 September, Week 8: 16 September - 20 September
Leaders Analysis Assessment Format: Individual Short Extension: Yes (2 days)	40%	Start Date: Not Applicable Due Date: 04/10/2024 11:59 PM Post Date: 21/10/2024 10:00 AM
Leader Reflection Assessment Format: Individual	30%	Start Date: Exam week - TBA Due Date: Exam week - TBA Post Date: 28/11/2024 03:00 PM

Assessment Details

Leadership Workshop

Assessment Overview

Students will organise themselves into groups to deliver a leadership workshop based on a single leadership theory/approach focused on developing specific leadership skills of their peers in the class.

Course Learning Outcomes

- CLO2 : Identify and explain the elements of leadership and how these contribute to developing leader capability.
- CLO3 : Examine empirical research into leadership and how this supports lifelong leader development.
- CLO4 : Reflect on the integration of leadership behaviours in your day-to-day activities.

Detailed Assessment Description

Please refer to the course Moodle site for further details. Information will be made available on 15 July 2024.

Note: Students will receive feedback the week following their presentation.

Permitted use of AI tools: FULL ASSISTANCE IN ATTRIBUTION

This assessment requires you to write a first draft of the answer yourself (in English). You are then permitted to use generative AI software to improve your answer in the following ways:

- Generative AI software can be used to improve the writing and argumentative style, but your own original draft must be attached as an appendix.
- You may also use Generative AI to generate ideas for the workshop, the different activities, and overall, in conceiving the overall theme of the workshop.

Any output of generative AI software that is used within your assessment must be attributed with full referencing [OpenAI. (2023). *ChatGPT* (Mar 14 version) Large language model. <https://chat.openai.com/chat>].

If the outputs of generative AI software form part of your submission and is not appropriately attributed, your marker will determine whether the omission is significant. If so, you may be asked to explain your understanding of your submission. 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.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assignment submission Turnitin type

Not Applicable

Leaders Analysis

Assessment Overview

A research essay focused on applying leadership theories to explain and understand the leadership style of a single leader chosen by the student.

Course Learning Outcomes

- CLO1 : Differentiate between the concepts of leading, managing and commanding.
- CLO3 : Examine empirical research into leadership and how this supports lifelong leader development.

Detailed Assessment Description

Please refer to the course Moodle site for further details. Information will be made available on 15 July 2024.

Permitted use of AI tools: FULL ASSISTANCE WITH ATTRIBUTION

This assessment requires you to write a first draft of the answer yourself (in English). You are then permitted to use generative AI software to improve your answer in the following ways:

- Generative AI software can be used to improve the writing and argumentative style, but your own original draft must be attached as an appendix.

Any output of generative AI software that is used within your assessment must be attributed with full referencing [OpenAI. (2023). *ChatGPT* (Mar 14 version) [Large language model]. <https://chat.openai.com/chat>].

If the outputs of generative AI software form part of your submission and is not appropriately attributed, your marker will determine whether the omission is significant. If so, you may be asked to explain your understanding of your submission. 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.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

2000 words

Assignment submission Turnitin type

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

Leader Reflection

Assessment Overview

A reflective leadership diary focused on enabling students to reflect and write how the learning from this course impacted their own leadership development journey.

Course Learning Outcomes

- CLO1 : Differentiate between the concepts of leading, managing and commanding.
- CLO2 : Identify and explain the elements of leadership and how these contribute to developing leader capability.
- CLO3 : Examine empirical research into leadership and how this supports lifelong leader development.
- CLO4 : Reflect on the integration of leadership behaviours in your day-to-day activities.

Detailed Assessment Description

Please refer to the course Moodle site for further details. Information will be made available later in Semester 2.

Permitted use of AI tools: FULL ASSISTANCE WITH ATTRIBUTION

This assessment requires you to write a first draft of the answer yourself (in English). You are then permitted to use generative AI software to improve your answer in the following ways:

- Generative AI software can be used to improve the writing and argumentative style, but your own original draft must be attached as an appendix.

Any output of generative AI software that is used within your assessment must be attributed with full referencing [OpenAI. (2023). *ChatGPT* (Mar 14 version) [Large language model]. <https://chat.openai.com/chat>].

If the outputs of generative AI software form part of your submission and is not appropriately attributed, your marker will determine whether the omission is significant. If so, you may be asked to explain your understanding of your submission. 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.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

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Assignment submission Turnitin type

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General Assessment Information

Referencing

APA 7th Edition.

Ethical and Responsible Use of Artificial Intelligence at UNSW

At UNSW, students must use artificial intelligence ethically and responsibly.

This includes:

- Adhering to course/assessment guidelines regarding use of AI tools;
- Acknowledging AI-generated content in your assessments, following UNSW guidance on [Referencing and acknowledging the use of artificial intelligence tools](#). In the School of Business, students are required to include a [cover sheet/declaration](#) for all assessments (see

the Assessments Hub on the Course Moodle site). If you do not submit a completed cover sheet/declaration with your assessment, you will be emailed to request resubmission of your assessment with the required cover sheet/declaration (noting your assessment will not be graded until the cover sheet is included);

- Not including your own or others' personal or private information in prompts;
- Verifying and critiquing all AI generated material; and
- Avoiding using AI tools to translate your writing.

Please refer to [Ethical and Responsible Use of Artificial Intelligence at UNSW](#) for further information.

Short Extensions (School of Business, Undergraduate)

An automatic Short Extension (without documentation) of **two calendar days** may be available for some assessment tasks in this course. Please check assessment instructions and further guidance on the course Moodle site.

You can apply by accessing the Short Extension Student Portal on the [Special Consideration login page](#).

Applications for Short Extensions MUST be submitted before the assessment due date. Late applications are not permitted. If you do not apply on time, you will have to submit a Special Consideration application with the appropriate supporting documentation, within 3 working days of the assessment due date.

Only one Short Extension can be granted for any given assessment. All subsequent extension requests must be submitted as a Special Consideration application.

For assessment tasks where a Short Extension is not available, students needing an extension (of any duration) must apply via the Special Consideration process.

Special Consideration

Applications for Special Consideration 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 on Short Extensions and Special Consideration: <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 assessment tasks where a penalty applies,
- capped at five days (120 hours) from the assessment submission deadline. In case of approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the original or extended deadline, a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet assessment task submission and completion deadlines, and to apply for extensions as early as possible before the assessment task 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 : 15 July - 19 July	Topic	Introduction and leader development
Week 2 : 22 July - 26 July	Topic	Leader emergence and identity
Week 3 : 29 July - 2 August	Topic	Place-based leadership development
Week 4 : 5 August - 9 August	Topic	Leader values
Week 5 : 12 August - 16 August	Topic	Authentic leadership
Week 6 : 19 August - 23 August	Topic	Servant leadership
Week 7 : 9 September - 13 September	Topic	Normative leadership
Week 8 : 16 September - 20 September	Topic	No lecture this week No Wednesday tutorials this week
Week 9 : 23 September - 27 September	Topic	(Un)ethical leadership
Week 10 : 30 September - 4 October	Topic	Collective leadership
Week 11 : 7 October - 11 October	Topic	Adaptive leadership No Thursday tutorials this week
Week 12 : 14 October - 18 October	Topic	LMX and followership
Week 13 : 21 October - 25 October	Topic	Review lecture

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

The reading list is the primary list of resources in this course.

Course Evaluation and Development

Student evaluation of this course will take the form of an end of semester myExperience evaluation. The course convenor welcomes feedback on an ongoing basis on the topics, materials and assessment activities used in this course.

This course has been revised to take into consideration student feedback and to reflect a student centred approach to learning. The learning objectives are accurate and more achievable than in

the past, and the assessments reflect positive student responses to creative assignments.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the [UNSW Code of Conduct and Values](#).

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Dr Shibaab R ahman		Building 27, Room 312, School of Business, UNSW Canberra	+61 2 5114 5056	By appointment	Yes	Yes

Other Useful Information

School Contact Information

School of Business

Email: Business@adfa.edu.au