UNSW Course Outline

MGMT5710 Managing and Leading People - 2024

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General Course Information

Course Code : MGMT5710
Year : 2024
Term : Term 3
Teaching Period : T3
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	• PLO1 : Business Knowledge
CLO2 : Identify the most common mistakes people make when they become managers and how to avoid them	• PLO1 : Business Knowledge
CLO3 : Systematically and effectively manage and lead people	• PLO3 : Leadership
CLO4 : Develop your social capital	• PLO7 : Leadership Development
CLO5 : Analyse challenges and opportunities that face organisational leaders today (e.g. digitization, climate change).	• PLO2 : Problem Solving • PLO5 : Responsible Business Practice
CLO6 : Actively listen to others and communicate ideas in a succinct and persuasive manner.	• PLO3 : 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: Presentation week 3/4 during tutorial (week 3/4 allocated by the end of week 1)	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication
Leadership project Assessment Format: Group	50%	Start Date: Not Applicable Due Date: Team presentation week 10 tutorial; Individual interview with tutor in week 10/11 (allocated end of week 8)	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO7 : Leadership Development
Participation Assessment Format: Individual	20%	Due Date: Part 1: lecture participation completed weekly in lecture times. Part 2: peer evaluation completed in week 10 tutorial.	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO7 : Leadership Development

Assessment Details
Management briefing and facilitation

<u>Assessment Overview</u>

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

Course Learning Outcomes

- CLO1 : Apply an evidence-based approach to dealing with management challenges
- CLO3 : Systematically and effectively manage and lead people
- CLO5 : Analyse challenges and opportunities that face organisational leaders today (e.g. digitization, climate change).
- CLO6 : 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 management and leadership 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.

In seminars students will present their chosen leader and demonstrate how the course concepts can be applied to improve their management & leadership. Choose a leader who has been reported during 2024 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 tutorial.

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.

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. 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 tool, software or service

should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media 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 and media 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.

For more information on Generative AI and permitted use please see here.

Leadership project

<u>Assessment Overview</u>

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%).

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

<u>Detailed Assessment Description</u>

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 24hrs prior week 10 tutorial

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

Dates for these activities will be notified on Moodle in week 1.

1. Seminar time has been allocated to work on a Team Agreement. This document is due on Moodle; have only 1 team member submit this document.

2. Attend and verbally contribute to the meeting with your tutor.

3. Attend and verbally contribute to the week 10 presentation.

Generative AI Permission Level

Planning/Design Assistance

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If your Convenor has concerns that your answer contains passages of AI-generated text or media 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 and media 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.

For more information on Generative AI and permitted use please see here.

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

- CLO1 : Apply an evidence-based approach to dealing with management challenges
- CLO3 : Systematically and effectively manage and lead people
- CLO4 : Develop your social capital
- CLO6 : 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

Assessment information

Please see Moodle and Assessment Guide for further details.

Assignment submission Turnitin type

Not Applicable

Hurdle rules

Part B. Above it notes that this mark is moderated by the tutor. Tutors will note if tutorial preparation is completed for each week. All tutorial preparation needs to be completed for the student to recieve the peer participation mark.

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see here.

General Assessment Information

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 : 2 September - 8 September	Reading	Orient yourself in the MGMT5710 Moodle site & Assessment Guide
Week 1 : 9 September - 15 September	Topic	Developing my managment and leadership skills
Week 2 : 16 September - 22 September	Topic	Developing connections with others to manage and lead
Week 3 : 23 September - 29 September	Topic	Leadership styles
Week 4 : 30 September - 6 October	Topic	Managing and leading for impact
Week 5 : 7 October - 13 October	Topic	Managing & leading teams (recorded lecture as public holiday)
Week 6 : 14 October - 20 October	Topic	Flexibility week
Week 7 : 21 October - 27 October	Topic	Management & leadership conversations
Week 8 : 28 October - 3 November	Topic	Managing and leading across different contexts
Week 9 : 4 November - 10 November	Topic	The role of sense-making in management and leadership
Week 10 : 11 November - 17 November	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 reccommended 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 and T3 assessments were refined to provide more opportunites 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

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 Policies and Guidelines 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 Policies and Guidelines page. For PG Research PLOs, including MPDBS, please refer to UNSW HDR learning outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Code of Conduct with respect to academic integrity, the University may take disciplinary action. 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 Code of Conduct, 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

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the UNSW Current Students page.

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. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. 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. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW Current Students page.

LATE SUBMISSION PENALTIES

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. In the case of an 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 extended deadline, the assessment cannot be submited.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment 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.