Students with enquiries about program (degree) requirements should contact the College office; enquiries about course administration (subjects) are normally handled by the relevant Research School.

## MGMT7153

### Leadership Skills

**Course Description**
Leadership effectiveness requires competencies that are underpinned by leadership theories and frameworks. The primary aim of this course is to provide a forum to understand and discuss leadership theory and apply this understanding to develop greater effectiveness as a leader in practice in areas such as self management, communication and teamwork skills. A secondary aim is to develop students’ critical thinking (diagnostic) skills and interpersonal skills as they examine leadership actions through selected case studies.

### Semester and Year
Semester 1, 2015

### Course URL
http://programsandcourses.anu.edu.au/course/MGMT7153

### Mode of Delivery
On campus

### Prerequisites
To enrol in this course you must studying Program 6860, 7812 or 7810

### Incompatible Courses
As listed in Programs and Courses

### Course Convener
Dr. Deshani Ganegoda

### Office Location:
Room 1075, LF Crisp Building 26

### Phone:
+ 61 2 6125 6180

### Email:
d.ganegoda@anu.edu.au

### Consultation hours:
By appointment

### Research interests
Organisational Behaviour, Negotiation and Conflict Management, Behavioural Ethics

### Student Administrators
Research School of Management
Room 1088, Level 1, LF Crisp Building 26
COURSE OVERVIEW

Course Learning Outcomes
Upon successful completion of the requirements for this course, students will be able to:
1 define, explain, illustrate and critique the major theories of leadership;
2 apply these theories to real-world scenarios;
3 explain and illustrate the capabilities required of successful leaders; and,
4 through reflection evaluate personal leadership capability, to enhance self-awareness of leadership strengths and areas where improvement is required.

Research-Led Teaching
This course allows students to understand theories and concepts of leadership in research-based analytical frameworks. In addition, the course introduces students to the latest scholarly research and illustrates ways in which findings of empirical research can be utilized to improve leader effectiveness.

Continuous Improvement
We use feedback from students, professional bodies and staff to make regular improvements to the course. In response to this feedback, design improvements from the previous version of the course include:

- Increased student engagement
- Increased use of practical examples

Student Feedback
All CBE courses are evaluated using Student Experience of Learning and Teaching (SELT) surveys, administered by Planning and Statistical Services at the ANU. These surveys are offered online, and students will be notified via email to their ANU address when surveys are available in each course. Feedback is used for course development so please take the time to respond thoughtfully. Course feedback is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching and to improve courses across the university. For more information on student surveys at ANU and reports on feedback provided on ANU courses, visit http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/

Workload
Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include 3 hours per week in class and at least 7 hours a week on average (including non-teaching weeks) on course reading, research, writing, and assignment work.
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Required student preparation</th>
<th>Assessment Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Course introduction&lt;br&gt;Perspectives on leadership</td>
<td>Read Course Outline</td>
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<tr>
<td>16 Feb</td>
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<tr>
<td>Week 2</td>
<td>Traits, motives, and characteristics of leaders</td>
<td>Case: How to Become a Better Leader</td>
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<td>23 Feb</td>
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<tr>
<td>Week 3</td>
<td>Understanding organisational culture and the role leaders play</td>
<td>Case: GE’s Two-Decade Transformation: Jack Welch’s Leadership</td>
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<td>2 March</td>
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<tr>
<td>Week 4</td>
<td>Leading organisational change</td>
<td>Case: Barbara Norris: Leading Change in the General Surgery Unit</td>
<td>Leadership case study due</td>
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<tr>
<td>9 March</td>
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<tr>
<td>Week 5</td>
<td>Leading global teams</td>
<td>Case: Managing a Global Team: Greg James at Sun Microsystems, Inc.</td>
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<tr>
<td>16 March</td>
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<tr>
<td>Week 6</td>
<td>Ethical leadership and social responsibility</td>
<td>Case: see Wattle</td>
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<tr>
<td>23 March</td>
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<tr>
<td>Week 7</td>
<td>Power, politics, and leadership</td>
<td>Case: A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products</td>
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<td>30 March</td>
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<td><strong>SEMESTER BREAK</strong></td>
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<td>Week 8</td>
<td>Dark side of leadership</td>
<td>Case: see Wattle</td>
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<tr>
<td>20 April</td>
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<tr>
<td>Week 9</td>
<td>Negotiation and conflict management</td>
<td>Case: Henry Tam and the MGI Team</td>
<td>Leadership skill development project</td>
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<tr>
<td>27 April</td>
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<tr>
<td>Week 10</td>
<td>Analysing problems and making decision</td>
<td>Case: Columbia’s Final Mission</td>
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<tr>
<td>4 May</td>
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<tr>
<td>Week 11</td>
<td>Motivation and coaching skills</td>
<td>Case: Coach Knight: The Will to Win</td>
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<td>11 May</td>
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<tr>
<td>Week 12</td>
<td>Developing yourself as a leader</td>
<td>Exam review</td>
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<tr>
<td>18 May</td>
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<tr>
<td>Week 13</td>
<td>In-class exam</td>
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<td>25 May</td>
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## COURSE ASSESSMENT

### Assessment Summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Title</th>
<th>Value</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>1</td>
<td>Leadership case study</td>
<td>30%</td>
<td>16th March</td>
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<tr>
<td>2</td>
<td>Leadership skill development project</td>
<td>40%</td>
<td>27th April</td>
</tr>
<tr>
<td>3</td>
<td>Examination</td>
<td>30%</td>
<td>TBA</td>
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</tbody>
</table>
Assessment Task 1: Leadership Case Study
Details of task:
Select an individual whom you consider to be a great leader and write a case study of 2,000 words about this leader’s life experiences. Using leadership theory, evaluate the leader’s leadership style including their strengths and weaknesses as a leader. The selected leader can come from a multitude of domains, such as political, business, social, and academic. Students are advised against selecting religious figures and relatives as leaders.
Assessment Rubric: See the marking criteria on Wattle
Value: 30%
Submission requirements: Students must submit the papers via Wattle. The paper is due by 4.00pm, Monday the 16th of March.

Assessment Task 2: Leadership Skill Development Project
Details of task:
Based on the self-assessment tasks completed in class, critique your personal leadership style and capability. This critique should draw on leadership theory and concepts discussed during the course and identify your leadership strengths and weaknesses. The self-critique should include:
- Justification for your perceived strengths and how these strengths will help your leadership career;
- Justification for your weaknesses and why you consider these weaknesses to be problematic to your leadership career;
- A development plan that includes two to three development goals. A sample development plan will be available on Wattle;
- Reference to leadership theory and concepts.
Assessment Rubric: See the marking criteria on Wattle
Value: 40%
Submission requirements: Students must submit the papers via Wattle. The paper is due by 4.00pm, Monday the 27th of April.

Assessment Task 3: Examination
Details of task:
An examination of 2 hours duration (plus a study period of 15 minutes) will be undertaken. Three questions must be attempted, choosing from 5 questions. Questions will draw on the theory and readings covered during the course.
Value: 30%

Assignment Submission
Assignments are submitted using the course Wattle site. Assignments submitted through Wattle no longer require cover sheets. Please keep a copy of the assignment for your records.

The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University's approach to managing Academic Integrity. For additional information regarding Turnitin please visit ANU Online.

Extensions and Penalties
Where an assignment is submitted after the due date, students are penalised by five per cent of the possible marks available for the assessment task per working day or part thereof. Days are calculated immediately after the deadline.
Special consideration for assessments

Students who are unable to submit their assignment by the due date may be eligible for an extension if supported by an application for Special Consideration.

Information on special assessment consideration can be found at: http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration.

Special Consideration applications must be completed before the due date of the affected assessment, or no later than three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications are only submitted online at special.consideration@anu.edu.au. You will be notified by the RSM office if an extension has been approved.

Returning Assignments
Feedback on assignments will be given via Turnitin. Mid-term exam results will be made available via Wattle. Students will be able to collect their graded final exam papers from the RSM school office.

Resubmission of Assignments
Only under major medical conditions supported by medical documentation can students resubmit an assignment.

Identify your Assignment with your Student Number Only
When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Use of Assignments as Exemplars and Grade Moderation
An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

Scaling
Your final mark for the course will be based on the raw marks allocated for each assignment or examination. However, your final mark may not be the same number as produced by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed or equal the scaled mark of that student), and may be either up or down.

Finalisation of Marks and Grades
After marking is concluded the lecturer will submit a report to the Committee of Examiners for the course recommending final marks and letter grades for each student. The Committee comprises, at a minimum, the Director of the Research School of Management, the lecturer, and at least one second examiner. The lecturer's recommendations are based on the points
accumulated by each student and judgments about individual student performance, guided by the ANU Policy on Coursework Assessment:

**Referencing Requirements**
Students must use the Harvard Referencing style for all written assignments. See https://academicskills.anu.edu.au/resources/listing/142

**READING LISTS**
Students will be able to access assigned textbook chapters from the ANU Library’s e-reserve (access link will be given on Wattle).

Readings for each week will be posted on Wattle.

Students are required to purchase suggested case studies for each week from Harvard Business Review website: https://hbr.org/store/case-studies (access links to case studies will be posted on Wattle).

**COMMUNICATION**

**Email**
If necessary, the lecturers and tutors for this course will contact students on their official ANU student email address. Information about your enrolment and fees from the Registrar and Student Services' office will also be sent to this email address.

**Announcements**
Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

**Course URLs**
More information about this course may be found on Wattle (https://wattle.anu.edu.au), the University's online learning environment. Log on to Wattle using your student number and your ISIS password.

**POLICIES**
ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: https://policies.anu.edu.au/ppl/index.htm .

Policy information on examinations and assessments can be found on the College of Business and Economics website at: http://cbe.anu.edu.au/students/student-information/examinations-assessment/

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:
- Student Assessment (Coursework)
- Student Surveys and Evaluations
- Assessment of Student Learning