Course Outline

Code: HRM311
Title: Leadership and Team Dynamics

School: Business
Teaching Session: Semester 1
Year: 2020
Course Coordinator: Dr Paul Manuell | pmanuell@usc.edu.au
Course Moderator: Dr John Whiteoak

Please go to the USC website for up to date information on the teaching sessions and campuses where this course is usually offered.

1. What is this course about?

1.1 Description
This course is designed to be practical and student-centred. You will develop team skills by actively participating in a team for the entire semester in the context of collaborative and experiential learning about self and team dynamics. You will acquire an understanding of frameworks and their relationship to the Psychological Contract, leadership, team roles and group development as well as theories addressing Emotional Intelligence, conflict resolution and team decision-making. In addition you will gain experience with practical techniques for improving effectiveness in high performing teams.

1.2 Field trips, WIL placements or activities required by professional accreditation
N/A

2. What level is this course?
300 level Graduate - Independent application of graduate knowledge and skills. Meets AQF and professional requirements. May require pre-requisites and developing level knowledge/skills. Normally taken in the 3rd or 4th year of an undergraduate program.

3. What is the unit value of this course?
12 units
4. How does this course contribute to my learning?

<table>
<thead>
<tr>
<th>Specific Learning Outcomes</th>
<th>Assessment tasks</th>
<th>Graduate Qualities or Professional Standards mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>On successful completion of this course, you should be able to:</td>
<td>You will be assessed on the learning outcomes in task/s:</td>
<td>Completing these tasks successfully will contribute to:</td>
</tr>
<tr>
<td>Apply skills in reflective approaches of action learning through your experientially gained insight.</td>
<td>1, 2 and 3</td>
<td>Creative and critical thinkers.</td>
</tr>
<tr>
<td>Identify, appreciate and integrate diversity for a fundamentally sound team foundation.</td>
<td>1, 2 and 3</td>
<td>Collaboration Cultural awareness Empowered.</td>
</tr>
<tr>
<td>Demonstrates an understanding of the skills required to work effectively with teams from diverse backgrounds to achieve high performance.</td>
<td>1, 2 and 3</td>
<td>Collaboration Cultural awareness Empowered.</td>
</tr>
<tr>
<td>Identify and explain application of theories and conceptual frameworks relevant to leadership and team dynamics.</td>
<td>1, 2 and 3</td>
<td>Career-ready Knowledgeable.</td>
</tr>
</tbody>
</table>

5. Am I eligible to enrol in this course?
Refer to the [USC Glossary of terms](#) for definitions of “pre-requisites, co-requisites and anti-requisites”.

5.1 Enrolment restrictions
Students must be in 3rd year of studies.

5.2 Pre-requisites
Nil.

5.3 Co-requisites
Nil.

5.4 Anti-requisites
Nil.

5.5 Specific assumed prior knowledge and skills (where applicable)
N/A

6. How am I going to be assessed?

6.1 Grading scale
Standard – High Distinction (HD), Distinction (DN), Credit (CR), Pass (PS), Fail (FL)

6.2 Details of early feedback on progress
Students will be provided with written and verbal feedback throughout the course assessment tasks and tutorial activities; significant feedback will be given for Task 1 submitted in Week 4.
6.3 Assessment tasks

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Assessment Product</th>
<th>Individual or Group</th>
<th>Weighting %</th>
<th>What is the duration / length?</th>
<th>When should I submit?</th>
<th>Where should I submit it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Report</td>
<td>Group</td>
<td>30%</td>
<td>1,500 words</td>
<td>Week 7, Thursday, 12pm (AEST)</td>
<td>Online Assignment Submission with Plagiarism check</td>
</tr>
<tr>
<td>2</td>
<td>Report</td>
<td>Group</td>
<td>40%</td>
<td>3,500 words</td>
<td>Week 13, Friday 12pm (AEST)</td>
<td>Online Assignment Submission with Plagiarism check</td>
</tr>
<tr>
<td>3</td>
<td>Examination</td>
<td>Individual</td>
<td>30%</td>
<td>2 hours</td>
<td>Central examination period</td>
<td>Exam Venue</td>
</tr>
</tbody>
</table>

**Assessment Task 1: Team Report**

**Goal:** To demonstrate an understanding of team dynamics theories with practical examples of your team’s experience with identifying team roles and communication strategies and its application of the psychological contract.

**Product:** Report

**Format:** This is a team assessment. The report should interpret the application of theories and critically analyse their suitability relative to the identified team roles you will have discovered through the use of experiential exercises during the foundational stages of the course. Additional details will be provided on Blackboard.

**Criteria:**
- Application of theories and conceptual frameworks relevant to leadership and team dynamics
- Demonstration of understanding at the practical level with evidence of the team’s communication strategy
- Identification and appreciation of the benefits of integrating diversity for a high performing team
- Demonstration of advanced written communication skills in a business context.

**Team Process Self Reflection**
- Demonstration of an understanding of effectively managing and working in teams in a business context.
  - Knowledge and application of effective team processes.
  - Acknowledgement and facilitation of strengths and skills of team members.
  - Use of interpersonal skills when engaging with team members.
  - Individual contribution to the team task.

**Assessment Task 2: Team Report**

**Goal:** To demonstrate an understanding of advanced level theory with practical examples of the teams’ experience and overall development from a mere group existence to a high performing team.

**Product:** Report

**Format:** This is a team assessment. The report is a vehicle for the team to reflect on its learning journey about the development of team skills and performance and through that process identify key issues it has learned by interpreting and applying the resources provided during the course. Complete an individual reflection on the group work process and individual contribution.
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Additional details will be provided on Blackboard. 
This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. It assesses: Program Learning Outcome 2.1: Teamwork - Demonstrate an understanding of effectively managing and working in teams in a business context

Criteria:
- Demonstration of advanced written communication skills in a business context.
- Team Process Self Reflection
- Demonstration of an understanding of effectively managing and working in teams in a business context.
  - Knowledge and application of effective team processes.
  - Acknowledgement and facilitation of strengths and skills of team members.
  - Use of interpersonal skills when engaging with team members.
  - Individual contribution to the team task.

Assessment Task 3: Examination

Goal: To demonstrate your understanding and application of theories and conceptual frameworks.

Product: Examination

Format: The format of the final exam will be a combination of short essay and multiple-choice questions. This is an individual assessment.

Criteria:
- Knowledge of theories and conceptual frameworks
- Accurate appraisal of scenarios
- Ability to craft and communicate appropriate interventions that demonstrate understanding of effective leadership and team dynamics.

7. Directed study hours

The directed study hours listed here are a portion of the workload for this course. A 12 unit course will have total of 150 learning hours which will include directed study hours (including online if required), self-directed learning and completion of assessable tasks. Directed study hours may vary by location. Student workload is calculated at 12.5 learning hours per one unit.

<table>
<thead>
<tr>
<th>Location:</th>
<th>Directed study hours for location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>On campus</td>
<td>Lecture (2 hours)</td>
</tr>
<tr>
<td></td>
<td>Tutorial (1 hour)</td>
</tr>
</tbody>
</table>

8. What resources do I need to undertake this course?

Please note that course information, including specific information of recommended readings, learning activities, resources, weekly readings, etc. are available on the course Blackboard site. Please log in as soon as possible.

8.1 Prescribed text(s) or course reader

There are no required texts for this course however there are required readings and are provided on BlackBoard in the Learning Materials.

8.2 Specific requirements

This course applies action learning and is experiential learning. Students will be allocated into teams for the duration of the semester. Individual contributions to your team are monitored including the active, ongoing participation and commitment by you to your team.
9. **How are risks managed in this course?**

Health and safety risks for this course have been assessed as low. It is your responsibility as a student to review course material, search online, discuss with lecturers and peers, and understand the health and safety risks associated with your specific course of study. It is also your responsibility to familiarise yourself with the University’s general health and safety principles by reviewing the [online Health Safety and Wellbeing training module for students](#), and following the instructions of the University staff.

10. **What administrative information is relevant to this course?**

10.1 **Assessment: Academic Integrity**

Academic integrity is the ethical standard of university participation. It ensures that students graduate as a result of proving they are competent in their discipline. This is integral in maintaining the value of academic qualifications. Each industry has expectations and standards of the skills and knowledge within that discipline and these are reflected in assessment.

Academic integrity means that you do not engage in any activity that is considered to be academic fraud; including plagiarism, collusion or outsourcing any part of any assessment item to any other person. You are expected to be honest and ethical by completing all work yourself and indicating in your work which ideas and information were developed by you and which were taken from others. You cannot provide your assessment work to others. You are also expected to provide evidence of wide and critical reading, usually by using appropriate academic references.

In order to minimise incidents of academic fraud, this course may require that some of its assessment tasks, when submitted to Blackboard, are electronically checked through SafeAssign. This software allows for text comparisons to be made between your submitted assessment item and all other work that SafeAssign has access to.

10.2 **Assessment: Additional requirements**

**Eligibility for Supplementary Assessment**

Your eligibility for supplementary assessment in a course is dependent on the following conditions applying:

a) The final mark is in the percentage range 47% to 49.4%

b) The course is graded using the Standard Grading scale

c) You have not failed an assessment task in the course due to academic misconduct

10.3 **Assessment: Submission penalties**

Late submission of assessment tasks will be penalised at the following maximum rate:

- 5% (of the assessment task’s identified value) per day for the first two days from the date identified as the due date for the assessment task.
- 10% (of the assessment task’s identified value) for the third day
- 20% (of the assessment task’s identified value) for the fourth day and subsequent days up to and including seven days from the date identified as the due date for the assessment task.
- A result of zero is awarded for an assessment task submitted after seven days from the date identified as the due date for the assessment task.

Weekdays and weekends are included in the calculation of days late.

To request an extension, you must contact your Course Coordinator and supply the required documentation to negotiate an outcome.
10.4 Study help
In the first instance, you should contact your tutor, then the Course Coordinator. Additional assistance is provided to all students through Academic Skills Advisers. To book an appointment or find a drop-in session go to Student Hub.
Contact Student Central for further assistance: +61 7 5430 2890 or studentcentral@usc.edu.au

10.5 Wellbeing Services
Student Wellbeing Support Staff are available to assist on a wide range of personal, academic, social and psychological matters to foster positive mental health and wellbeing for your success. Student Wellbeing is comprised of professionally qualified staff in counselling, health and disability Services.

Ability Advisers ensure equal access to all aspects of university life. If your studies are affected by a disability, mental health issue, learning disorder, injury or illness, or you are a primary carer for someone with a disability, AccessAbility Services can provide assistance, advocacy and reasonable academic adjustments.

To book an appointment with either service go to Student Hub, email studentwellbeing@usc.edu.au or accessibility@usc.edu.au or call 07 5430 1226

10.6 Links to relevant University policy and procedures
For more information on Academic Learning & Teaching categories including:
- Assessment: Courses and Coursework Programs
- Review of Assessment and Final Grades
- Supplementary Assessment
- Administration of Central Examinations
- Deferred Examinations
- Student Academic Misconduct
- Students with a Disability

Visit the USC website:
http://www.usc.edu.au/explore/policies-and-procedures#academic-learning-and-teaching

10.7 General Enquiries
In person:
- USC Sunshine Coast - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- USC Moreton Bay – Service Centre, Ground Floor, Foundation Building, Gympie Road, Petrie
- USC SouthBank - Student Central, Building A4 (SW1), 52 Merivale Street, South Brisbane
- USC Gympie - Student Central, 71 Cartwright Road, Gympie
- USC Fraser Coast - Student Central, Student Central, Building A, 161 Old Maryborough Rd, Hervey Bay
- USC Caboolture - Student Central, Level 1 Building J, Cnr Manley and Tallon Street, Caboolture

Tel: +61 7 5430 2890
Email: studentcentral@usc.edu.au
## Appendix 1  Course content

<table>
<thead>
<tr>
<th>Week # / Module #</th>
<th>What key concepts/content will I learn?</th>
<th>Directed Study Activities: teaching components</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Course</td>
<td>Lecture</td>
</tr>
<tr>
<td>2</td>
<td>Group Dynamics – Key Concepts.</td>
<td>Lecture Tutorial 1</td>
</tr>
<tr>
<td>3</td>
<td>Emotional Intelligence: Personal Competencies</td>
<td>Lecture Tutorial 2</td>
</tr>
<tr>
<td>4</td>
<td>Roles in Groups and Teams</td>
<td>Lecture Tutorial 3</td>
</tr>
<tr>
<td>5</td>
<td>Conflict</td>
<td>Lecture Tutorial 4</td>
</tr>
<tr>
<td>6</td>
<td>Barriers to Team Performance</td>
<td>Lecture Tutorial 5</td>
</tr>
<tr>
<td>7</td>
<td>Teams at Work</td>
<td>Lecture Tutorial 6</td>
</tr>
<tr>
<td>8</td>
<td>Team Roles</td>
<td>Lecture Tutorial 7</td>
</tr>
<tr>
<td>9</td>
<td>Emotional Intelligence: Social Competencies</td>
<td>Lecture Tutorial 8</td>
</tr>
<tr>
<td>10</td>
<td>Analysing Team Development</td>
<td>Lecture Tutorial 9</td>
</tr>
<tr>
<td>11</td>
<td>Team Leadership</td>
<td>Lecture Tutorial 10</td>
</tr>
<tr>
<td>12</td>
<td>Summary Lecture</td>
<td>Lecture</td>
</tr>
<tr>
<td>13</td>
<td>Course Review</td>
<td></td>
</tr>
</tbody>
</table>

Please note that the course activities may be subject to variation.

**Mid Semester Break:**
13th April 2020-19th April 2020 (Between Week 7 and Week 8)

**Public Holidays**
Good Friday- Friday 10th April 2020 (Week 7)
Labour Day - Monday 4th May 2020 (Week 10)