



# G MBA8003

## Adapt Your Leadership Style

Coursera term 6, Fully online/virtual 2021

*Department of Management*

### Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	4
<u>Delivery and Resources</u>	5
<u>Unit Schedule</u>	5
<u>Policies and Procedures</u>	6

#### Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

#### Session 2 Learning and Teaching Update

The decision has been made to conduct study online for the remainder of Session 2 for all units WITHOUT mandatory on-campus learning activities. Exams for Session 2 will also be online where possible to do so.

This is due to the extension of the lockdown orders and to provide certainty around arrangements for the remainder of Session 2. We hope to return to campus beyond Session 2 as soon as it is safe and appropriate to do so.

Some classes/teaching activities cannot be moved online and must be taught on campus. You should already know if you are in one of these classes/teaching activities and your unit convenor will provide you with more information via iLearn. If you want to confirm, see the list of [units with mandatory on-campus classes/teaching activities](#).

Visit the [MQ COVID-19 information page](#) for more detail.

## General Information

Unit convenor and teaching staff

Unit Convenor

Frances Chang

[frances.chang@mq.edu.au](mailto:frances.chang@mq.edu.au)

Credit points

5

Prerequisites

Admission to GMBA or GradCertGlobalBusPrac

Corequisites

Co-badged status

Unit description

This unit looks at how transformational, authentic, and inclusive leadership styles are, in theory and practice, providing an alternative to more autocratic, job-centred, and command and control leadership styles. In exploring this shift, the unit critically examines Henry Mintzberg's observation that much of a leader's time is spent dealing with never-ending and relentlessly occurring complex and ambiguous interruptions of a messy organisational reality and the necessity of having to adopt adaptive and resilient practices to cope. Students will examine how the digital transformation of work has dramatically altered the perception of leadership, with all organisational members being expected to take on some form of self-leadership in the complex team and project work that is increasingly framing the "future of work". This demand is causing tensions between the expectations of traditional leaders and the good and emergent practices and strategies necessary to being agile and nimble in today's ultra-competitive and increasingly disruptive marketplace. Students will be asked to critically examine what adaptive practices of leadership and followership might be employed to minimise these tensions, and the dysfunctionality that accompanies them.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

**ULO1:** Critically evaluate the similarities and differences between traditional and

contemporary theories of leadership and identify the practices of established leadership theories

**ULO2:** Examine how the interruptive complexities and challenges of day-to-day organisational life might require agile shifts between different leadership styles

**ULO3:** Analyse how post-industrial forms of participative and self-organising leadership and followership might enable or disable effective cross-functional performance

**ULO4:** Develop recommendations as to how leadership theories and models might need to evolve to optimise cross-functional performance

## General Assessment Information

### Submission

Submission of assessment tasks is via Coursera or as otherwise instructed on Coursera.

For written assessment tasks, you must submit in either **PDF or Word (.doc) file types**. It is your responsibility to ensure your submission is accessible. If your submission cannot be opened, late penalties will apply for submitting the correct file after the due date.

For individual submissions, please use the following naming convention for your file:

lastname-firstname-GMBA8xxx-A1(or A2)

For group submissions, please use the following naming convention for your file:

team-number-GMBA8xxx-A1(or A2)

### Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link on Coursera. No extensions will be granted. There will be a **deduction of 10%** of the total available marks made from the total awarded mark for each **24 hour period** or part thereof that the submission is late. Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within five (5) business days of the due date and time

If you would like to apply for Special Consideration please submit a request via [ask.mq.edu.au](https://ask.mq.edu.au)

### Commercial in Confidence

Please note that you must not disclose any information marked 'Commercial in Confidence' without permission from the party who supplied it (e.g., your current or previous employer, customers, etc.).

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Leadership reflection</u></a>	40%	No	3 Nov, 11:59pm (AEDT)
<a href="#"><u>Leadership in action analysis</u></a>	60%	No	24 Nov, 11:59pm (AEDT)

### Leadership reflection

Assessment Type <sup>1</sup>: Reflective Writing

Indicative Time on Task <sup>2</sup>: 11 hours

Due: **3 Nov, 11:59pm (AEDT)**

Weighting: **40%**

Length: max 1,500 words (excl. references) for the critical reflection plus discussion posts

Format: Discussion forum contributions plus written critical reflection Task: The purpose of this assignment is to stimulate your thinking on different leader behaviour and motivation and to evaluate the appropriateness of the technique to the situation facing the leader. There are two parts to this assignment: You will be asked to post on the Discussion Forums over two weeks and write a critical reflection on your posts and interaction with others.

On successful completion you will be able to:

- Critically evaluate the similarities and differences between traditional and contemporary theories of leadership and identify the practices of established leadership theories
- Examine how the interruptive complexities and challenges of day-to-day organisational life might require agile shifts between different leadership styles

### Leadership in action analysis

Assessment Type <sup>1</sup>: Report

Indicative Time on Task <sup>2</sup>: 15 hours

Due: **24 Nov, 11:59pm (AEDT)**

Weighting: **60%**

Length: 2,500-3,000 words (excl. references) Format: Written report Task: The objective of this assignment is for you to analyse current and dynamic leadership issues by critically evaluating how they relate to leadership theory. Please refer to the section Course Resources - Assessment Information in your online unit for detailed information on this assignment as well as the marking criteria. You will be asked to submit your completed task via the Assignment submission link in your online unit.

On successful completion you will be able to:

- Analyse how post-industrial forms of participative and self-organising leadership and followership might enable or disable effective cross-functional performance
- Develop recommendations as to how leadership theories and models might need to evolve to optimise cross-functional performance

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<sup>1</sup> If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

<sup>2</sup> Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

## Delivery and Resources

### Required text

There is no required textbook for this unit. Please refer to the weekly required readings in your online unit. All readings are available via the Macquarie University library and do not need to be purchased separately.

### Delivery method

This unit will be delivered entirely online via the Coursera Learning Management System. Access to a personal computer is required to access the resources and learning materials on Coursera.

## Unit Schedule

For this unit, Live Events (via Zoom) will take place each week starting in Week 1 and ending in Week 6. The links to the events are available via **Live Events** in the Coursera unit.

Attending the Live Event each week is an opportunity to engage with the unit content, your Unit Convenor, and classmates. Students are encouraged to complete specified Live Event preparation learning activities prior to each scheduled Live Event in order to get the most value out of these sessions. Students are strongly advised to attend the Live Events. Recordings of the live events will be made available within 24 hours of the event and can be accessed via the Coursera unit content.

**Please note:** The teaching schedule is subject to change. Please refer to your Coursera unit for a detailed Live Event schedule.

Week	Live Events	Assessments
1	Tue 19 October, 6-7pm (AEDT)	
2	Tue 26 October, 6-7pm (AEDT)	
3	Tue 2 November, 6-7pm (AEDT)	A1 due: 3 Nov, 11:59pm (AEDT)
4	Tue 9 November, 6-7pm (AEDT)	
5	Tue 16 November, 6-7pm (AEDT)	
6	Tue 23 November, 6-7pm (AEDT)	A2 due: 24 Nov, 11:59pm (AEDT)

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

Students seeking more policy resources can visit [Student Policies \(https://students.mq.edu.au/support/study/policies\)](https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

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Unit information based on version 2021.02 of the [Handbook](#)