GMBA8003
Adapt Your Leadership Style
Coursera term 3, Online-scheduled-weekday 2022

Department of Management

Contents

General Information 2
Learning Outcomes 2
General Assessment Information 3
Assessment Tasks 4
Delivery and Resources 5
Unit Schedule 5
Policies and Procedures 5

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.

https://unitguides.mq.edu.au/unit_offerings/153776/unit_guide/print
General Information

Unit convenor and teaching staff
Frances Chang
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

Late submissions of assessments

Unless a Special Consideration request has been submitted and approved, no extensions will be granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

<table>
<thead>
<tr>
<th>Submission time after the due date (including weekends)</th>
<th>Penalty (% of available assessment task mark)</th>
<th>Example: for a non-timed assessment task marked out of 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 24 hours</td>
<td>10%</td>
<td>10% x 30 marks = 3 mark deduction</td>
</tr>
<tr>
<td>24-48 hours</td>
<td>20%</td>
<td>20% x 30 marks = 6 mark deduction</td>
</tr>
<tr>
<td>48-72 hours</td>
<td>30%</td>
<td>30% x 30 marks = 9 mark deduction</td>
</tr>
<tr>
<td>72-96 hours</td>
<td>40%</td>
<td>40% x 30 marks = 12 mark deduction</td>
</tr>
<tr>
<td>&gt; 96 hours</td>
<td>100%</td>
<td>Assignment won't be accepted</td>
</tr>
</tbody>
</table>

Special Consideration

To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date.

Word limits

Anything beyond a stated assessment word limit (other than your reference list) may not be marked. Seek any further clarification from the unit convenor.
Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership reflection</td>
<td>40%</td>
<td>No</td>
<td>Week 3</td>
</tr>
<tr>
<td>Leadership in action analysis</td>
<td>60%</td>
<td>No</td>
<td>Week 6</td>
</tr>
</tbody>
</table>

### Leadership reflection

**Assessment Type**: Reflective Writing

**Indicative Time on Task**: 11 hours

**Due**: **Week 3**

**Weighting**: 40%

Length: max 1,000 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**: Report

**Indicative Time on Task**: 15 hours

**Due**: **Week 6**

**Weighting**: 60%

Length: 1,800 - 2,000 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

1 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.

2 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**

Please refer to the unit content on Coursera.

**Unit Schedule**

Refer to the timetable information on the GMBA website or MQ Timetable Portal for Live Event session timings. Please note the timetable can be subject to change. See your Coursera unit for a detailed Live Event schedule.

Live Events will take place via Zoom each week starting in Week 1 and ending in Week 6. The links to the events will be active from 10 minutes prior to the scheduled time and are available via Live Events in the left-hand navigation menu in your Coursera unit.

You will need to use your Macquarie University student Zoom account to access the Live Events.

Attending the Live Event each week is an opportunity to engage with the unit content, your Unit Convenor, and classmates. Students are strongly advised to attend the Live Events. Recordings will be made available in the unit contents on Coursera shortly after the event.

**Policies and Procedures**

Macquarie University policies and procedures are accessible from Policy Central (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
Student Support

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

The Writing Centre

The Writing Centre provides resources to develop your English language proficiency, academic writing, and communication skills.

- Workshops
- Chat with a WriteWISE peer writing leader
- Access StudyWISE
- Upload an assignment to Studiosity
- Complete the 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**

Macquarie University offers a range of Student Support Services including:

- IT Support
- Accessibility and disability support with study
- Mental health support
- Safety support to respond to bullying, harassment, sexual harassment and sexual assault
- Social support including information about finances, tenancy and legal issues

**Student Enquiries**

Got a question? Ask us via AskMQ, or contact Service Connect.

**IT Help**

For help with University computer systems and technology, visit 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.