



GMBA8003

Adapt Your Leadership Style

Coursera term 3, Online-scheduled-weekday 2025

Department of Management

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General Information

Unit convenor and teaching staff

Convenor/lecturer

Tess Howes

tess.howes@mq.edu.au

Email for an appointment

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 Assessment Submission Penalty (written assessments)

Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11:59 pm.

A 1-hour grace period is provided to students who experience a technical concern. For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to apply for Special Consideration

Assessment Tasks

Name	Weighting	Hurdle	Due
Leadership reflection	40%	No	Monday 26 May, 11.59 pm
Leadership in action analysis	60%	No	Monday 16 June at 11:59 pm

Leadership reflection

Assessment Type ¹: Reflective Writing

Indicative Time on Task ²: 11 hours

Due: **Monday 26 May, 11.59 pm**

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 ¹: Report

Indicative Time on Task ²: 15 hours

Due: **Monday 16 June at 11:59 pm**

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 see Coursera for detailed information.

Unit Schedule

Please see Coursera for detailed information.

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](#)
- [Assessment Procedure](#)
- [Complaints Resolution 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 connect.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

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

Academic Success

[Academic Success](#) 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 Advocacy](#) provides independent advice on MQ policies, procedures, and processes

Student Enquiries

Got a question? Ask us via the [Service Connect Portal](#), 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.

Unit information based on version 2025.01R of the **Handbook**