

BUSS 5438 Leadership for Growth SP4 2021

Assessment Instructions

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OVERVIEW OF ASSESSMENTS

There are two major assessments for you to complete: (1) Reflective Report (50%) and (2) Essay (50%). This document is drafted to summarise critical issues about how to complete your assessments. The recommended principles are for both internal and external students. Shall you have any questions, please contact me at Chad.Chiu@unisa.edu.au.

Here is a summary of your assessments

Form of Assessment	Requirement	Due Date (Adelaide Time)	Weighting
Reflective Report	3000 words	8 August 2021 at 11pm	50%
Essay	3000 words	5 Sep 2021 at 11pm	50%

ASSESSMENT 1: REFLECTIVE REPORT

1. Assessment Requirement

You will need to evaluate your own leadership capability based different leadership perspectives (i.e., topics discussed in Week 1 ~ 4).

Your report should be organised as following (3000 words +/- 10%):

- **Introduction:** Who are you as a leader? What is your leadership background? (100 words)
- **Evaluation 1:** Please evaluate yourself from the notion of Trait approach (Week 1; 600 words).
- **Evaluation 2:** Please evaluate yourself from the notion of Behavioural Approach, Situational Leadership Theory, and/or Path-Goal Theory (Week 2; 600 words).
- **Evaluation 3:** Please evaluate yourself from the notion of Authentic, Servant, and/or Transformational Leadership (Week 3; 600 words).
- **Evaluation 4:** Please evaluate yourself from the notion of LMX and Followership (Week 4; 600 words).
- **Integrative Summary:** What is the total score (e.g., 30 out of 40)? Based on the four evaluations, what is your weakness? Please identity three (3) actionable things you plan to improve yourself based on your analysis (500 words)
- **References (not included in the word counts)**

2. General Advice

Introduction:

In the introduction, please describe your own leadership style. How do you lead your subordinates and/or colleagues (formally or informally)? What is your current leadership roles and duties? How many years of leadership experience do you have?

Evaluations:

First of all, please state your leadership score (1 = among the worst ~ 10 = among the best).

Then please explain what makes you think the given score is accurate and objective. Here, you will need to defend your answer by covering three components:

- **Theory:** What leadership theory you rely on to make the judgement? Could you correctly explain and/or define the theory or leadership construct you use?
- **Argument:** Is your argument aligned with your evaluation score?
- **Specific Behavioural Examples:** Do you provide solid examples/proofs to support your evaluations? Please provide specific examples or incidents at work to justify your answer. You can use pseudonyms to protect others' identities.

In short, you can organise your answer in the follow way (*this is a recommended format, not a mandatory one*):

In each Evaluation:

Leadership Score: _____

Paragraph 1: Explain what theories/constructs you use here.

Paragraph 2: Explain how you link the score to the identified theories/constructs.

Paragraph 3: Provide specific examples/events to support your Paragraph 1 and 2.

Integrative Summary:

First, please aggregate your leadership score (e.g., 30 out of 40) based on previous evaluations.

Then, please discuss your own weakness as a leader based on the Evaluations.

Finally, please provide three (3) actionable plans to improve yourself.

References:

You can find a UniSA-Harvard referencing guide here:

https://lo.unisa.edu.au/pluginfile.php/1396048/mod_resource/content/5/HRG%202018%20DEC.pdf

3. Other Tips

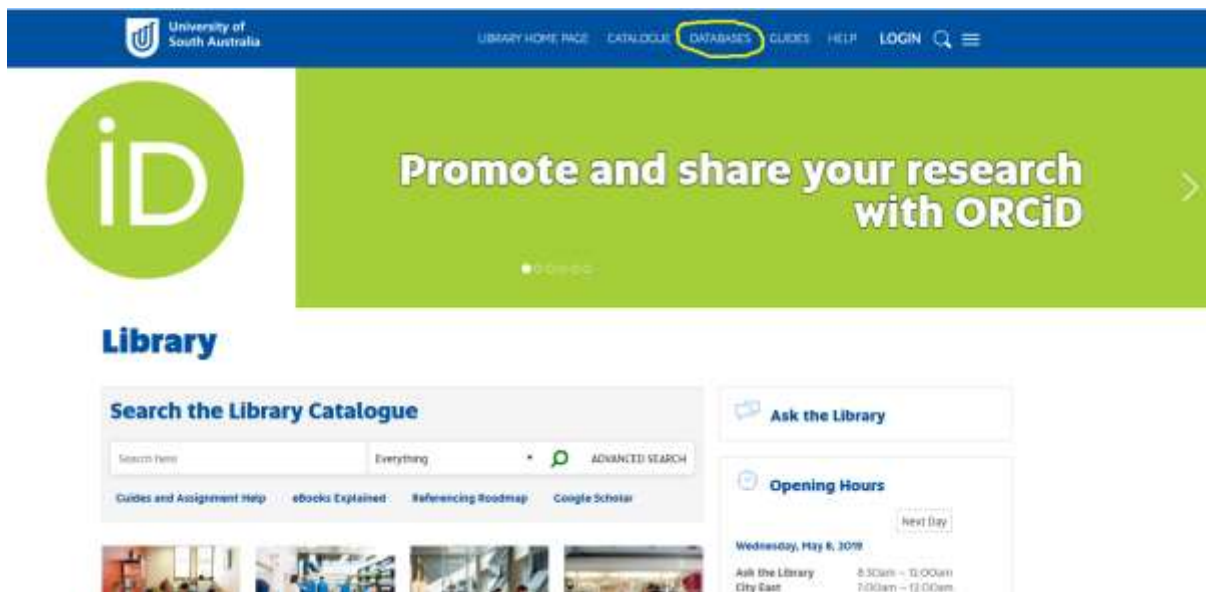
- This is a writing assignment. Thus, your mark will be determined by how clearly you can express yourself to show that you understand the course materials and can apply them to improve your leadership capability. ***This assignment is NOT about your overall leadership quality.*** You can be a developing leader but still get a good mark by showing you understand different leadership perspectives and making actionable plans to continuously improve yourself.
- Each week, we will discuss many leadership perspectives and theories. ***You do not have to adopt all of them in your evaluations;*** please select the one/ones that better fit your context.
- Providing ***specific behavioural examples*** is critical.

4. Marking Rubrics (see next page)

Key assignments criteria and weight (%)	Unsatisfactory	Satisfactory	Good	Excellence
<p>60%</p> <ul style="list-style-type: none"> Integrates the classroom concepts, framework and theories with one's own insights and reflections. Clearly shows the link between theory and how it applies in your case/scenario- through behavioural examples. Behavioural example: outline what happened, what you learned and how you plan to change! 	Inadequate integration of classroom framework and concepts into the reflection.	Satisfactory linkage between concepts and personal behavioral examples and reflections. Provides evidence based assessment with adequate theoretical considerations.	Good analysis of one's own's leadership attributes and careful integration with theory and concepts. Relevant and appropriate referencing.	Excellent analysis with great integration of concepts, framework and theories with one's own insights and reflections. Provides relevant behavioral examples and referencing to evidence.
<p>20%</p> <ul style="list-style-type: none"> Develops and presents personally relevant action implications of your analysis. Application of concepts to achieve your goals. 	Inadequate description of action plans based on analysis of one's own leadership attributes.	Adequate description of action plans based on analysis of one's own leadership attributes.	Thorough Analysis and development of action plans for leadership development.	Insightful development of personally relevant action plan for leadership development.
<p>20%</p> <ul style="list-style-type: none"> Clarity: Student provides clarity in their communication; Logic is well-developed; follows the reflective writing tips and outline provided in the assessment instructions. 	Poor clarity and no or limited logic to arguments.	Satisfactory level. Meets expectations for clarity and logic	Good clarity and Structured logic that sets a clear and defensible position.	Excellent clarity and impeccable logic.

5. How to Search Scholarly Work

1. Go to UniSA Library webpage: <https://www.library.unisa.edu.au/>



- (1) Choose databases starting with “w” and click on “Web of Science”
 - (2) Click on the “Web of Science” link
 - (3) Please sign in with your UniSA details
 - (4) Click on “Resource available at: Web of science” (sometimes you need to enter your login details again)
2. Find articles related to your topic
 - (1) Type your search term (LMX, Situational leadership, Path-goal ...) into the search field; make sure that “Topic” is selected as the search category
 - (2) Click on the “+Add row” link

*****NOTE: These are the top journals in leadership studies (with only 5-8% acceptance rate). I usually recommend people to read articles from these journals only. This is step is not mandatory. You can skip this step if you want*****

Copy and paste this search string into the new field:

Academy of Management Journal OR Academy of Management Perspectives OR
Academy of Management Review OR Administrative Science Quarterly OR
Human Relations OR Journal of Applied Psychology OR Journal of International
Business Studies OR Journal of Management OR Journal of Management Studies

OR Journal of Organizational Behavior OR Leadership Quarterly OR
Organization Science OR Organizational Behavior and Human Decision
Processes OR Personnel Psychology OR Psychological Science OR Strategic
Management Journal

(3) Select “Publication Name” as the search category for this field

(4) Click the search button

The screenshot shows the Web of Science search interface. At the top left, the text "Web of Science" is displayed. In the top right corner, the "Clarivate Analytics" logo is visible. Below the logo, there are navigation links: "Tools", "Searches and alerts", "Search History", and "Marked List". A dropdown menu for "Select a database" is set to "Web of Science Core Collection". To the right of this menu is a "P" icon with the text "Claim your publications" and "Track your citations".

The main search area has several tabs: "Basic Search", "Cited References Search", "Advanced Search", "Author Search", and "Structure Search". The "Basic Search" tab is active. The search input field contains "LMX". To the right of the input field is a "Topic" dropdown menu. Below the input field is a "AND" dropdown menu. The main search field contains the text "Academy of Management Journal OR Academy of Management P". Below this text is a "Select from index" link. To the right of the main search field is a "Publication Name" dropdown menu. Below this dropdown menu are links for "+ Add row" and "Reset". A "Search" button is located to the right of the "Publication Name" dropdown menu. To the right of the "Search" button is a "Search tips" link.

At the bottom left of the search area, there is a "Timespan" dropdown menu set to "All years (1975-2010)". Below the "Timespan" dropdown menu is a "More settings" dropdown menu.

ASSESSMENT 2: ESSAY

1. Assessment Requirement

Throughout this course, we will discuss MANY leadership dilemmas that one is likely to encounter as one strives to lead in organizations. For the purpose of this assignment, you are expected to select three (3) dilemmas.

Here is a list of leadership dilemmas we will discuss in class:

Be Nice vs Be Tough	Maintain Stability vs Encourage Autonomy	Respect Individuals' Uniqueness vs Promote Group Unity
Respect Personal Interests vs Promote Collective Values	Encourage High Performers vs Help People to Catch Up	End Values (Goal) vs Instrumental Values (Process)
Maintain Popularity & Liking vs Make Tough Decisions	Diversity vs Meritocracy	Leadership Perceptions (good for yourself) vs Leadership Effectiveness (good for others)

Pick the three dilemmas that interest you most. These dilemmas could be some scenarios that you experienced in the past, you are currently coping with, or you anticipate they will happen in the future. You can go beyond what was discussed in class – as long as you can discuss it clearly as a leadership dilemma.

*****Note: You will be discussing your own dilemma, not the ones guest speakers shared*****

You will be required to write an essay about how you will cope with three dilemmas given what theories and learnings you have had from this course.

2. Essay Structure (3000 words +/- 10%)

Here is the recommended writing structure for each leadership dilemma (1000 words for each dilemma discussion):

- ***Describe the dilemma (200 words)***: What is the scenario? Provides concise and only relevant details to build the context/situation: When, where, what and how the dilemma comes to exist. You need to clearly lay out the two choices between which you have a leadership dilemma.

The definition of dilemma is “*a situation in which a difficult choice has to be made between two alternatives, especially ones that are equally undesirable*”. Thus, you need to clearly lay out the two choices between which you have a leadership dilemma (e.g., should I allocate the funding to the top researchers in my group or should I help developing researchers to grow).

- ***Relevance to Theories/Constructs (400 words)***: Which theory, framework and concept helps you to decide between options and help resolve your dilemma?

Provide specific in-depth analysis (with citation) of how the theory/framework helps to resolve the dilemmas?

Again, when you adopt any theory or leadership construct, please ensure that you offer clear definitions of these theories/constructs.

- ***Moving Forward – How will you cope with the dilemma (400 words)***: Develop two specific strategies/plans for managing this particular dilemma and provide which theory and class learnings support the two plans. Please provide “evidence-based” strategies, plans, or solutions.

If you are discussing a dilemma happened in the past, please discuss what you decided in the past and whether or not you will make a different decision.

3. **Other Tips**

- Your mark will be determined by the ***depth of your analysis***. That said, you do not have to cover all theories/constructs we discussed in this course. Please select those most relevant to your context and/or scenarios.
- You can use pseudonyms if you do not want to reveal the real identities of people you mention in your reports or essay.
- You are highly recommended to offer "evidence-based" support to justify your answer. Specific behavioural examples are also welcome.
- Please use UniSA-Harvard Referencing style:
<https://www.library.unisa.edu.au/referencing-roadmap/>

4. **Marking Rubrics (see next page)**

Key assignments criteria and weight (%)	Unsatisfactory	Satisfactory	Good	Excellence
(15%) <u>Describe the leadership dilemmas: Provides context/situation-</u> When, where, what and how and the outcome.	Inadequate explanation of the situation and key issues.	Adequate explanation of the situation and key issues.	Thorough explanation of the situation and key issues.	Insightful explanation of the situation and key issues.
(40%) <u>Relates the dilemma to concepts and theories discussed in the course.</u> Describes and provides rationale for which theory, framework and concept helps you to understand this dilemma and to resolve it as you lead in the future.	Inadequate integration of dilemmas with classroom frameworks and concepts.	Satisfactory linkage between leadership dilemmas and concepts discussed in class. Provides evidence based assessment of which theoretical framework helps to resolve and understand dilemmas.	Good analysis of dilemmas and how it theories and concepts discussed in class. Careful integration with theory and concepts. Relevant and appropriate referencing.	Excellent analysis with great integration of concepts, framework and theories with one's own description of leadership dilemmas. Provides rationale for which theory, framework and concept helps them to better understand and resolve these dilemmas.
(40%) <u>Moving forward how will you resolve this dilemma:</u> Provides "evidence-based" Strategies, plans and solutions for the future and provide evidence from theory and class learnings to support the plan	Inadequate description of evidence based strategies to resolve dilemma and inadequate integration of classroom framework and concepts into the plan.	Satisfactory description of evidence based strategies to resolve dilemma. Satisfactory integration of classroom framework and concepts into the plan. Provides satisfactory theoretical considerations for plan.	Good analysis of one's own's leadership attributes and careful integration with theory and concepts. Relevant and appropriate referencing.	Excellent analysis with great integration of concepts, framework and theories with one's own insights and reflections. Provides relevant behavioral examples and referencing to evidence.
(5%) Clarity: Student provides clarity in their communication; Logic is well-developed; follows the reflective writing tips and outline provided in the assessment instructions.	Poor clarity and no or limited logic to arguments.	Satisfactory level. Meets expectations for clarity and logic	Good clarity and Structured logic that sets a clear and defensible position.	Excellent clarity and impeccable logic.