MBA907 LEADING THE GLOBAL AND COLLABORATIVE WORKFORCE T326 BRIEF

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.
Information contained within this Subject Outline applies to students enrolled in the trimester as indicated.

1. General Information

1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
MBA	1 Trimester	Postgraduate	Tariq Nasir Yousef Maqableh tariq.maqableh@koi.edu.au P: +61 (2) 9283 3583 L: 7-11, 11 York Street Consultation: via Moodle or by appointment

1.2 Core / Elective

This is a core subject for the above courses.

1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	48

1.4 Student Workload

Indicated below is the expected student workload per week for this subject.

No. Timetabled Hours/Week*	No. Personal Study Hours/Week**	Total Workload hours/week***
3 hours/week	7 hours/week	10 hours/week

* Total time spent per week at lectures and tutorials
** Total time students are expected to spend per week in studying, completing assignments, etc.
*** Combination of timetable hours and personal study.

1.5 Mode of Delivery Classes will be face-to-face

1.6 Pre-requisites Nil

1.7 General Study and Resource Requirements

- Students are expected to attend classes with the required textbook and to read specific chapters prior to the tutorials. Students should read this material before coming to class to improve their ability to participate in the weekly activities.

- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

Resource requirements specific to this subject: There are no specific resources required for this subject.

1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

2. Academic Details

2.1 Overview of the Subject

MBA907, Leading the Global and Collaborative Workforce, focuses on leading transient teams, gaining and maintaining shared objectives whilst understanding cultural and commercial diversity synonymous with industry 4.0 and the Gig Economy. As well as exploring the diverse and complex nature of knowledge based professionals, this subject also considers contextually ethical and responsible human engagement within globally legal frameworks.
The subject examines how artificial intelligence (AI), generative AI and other emerging digital technologies are transforming global workforce management, team collaboration, decision-making, communication and the nature of knowledge-based work. Students explore how leaders can use AI-enabled tools to support workforce analytics, virtual collaboration, talent management, productivity and informed managerial decision-making while recognising the limitations and risks associated with AI. The subject also considers the diverse and complex nature of knowledge-based professionals and examines how managers can lead culturally diverse, geographically dispersed and increasingly AI-augmented workforces. Particular emphasis is placed on ethical, responsible and human-centred engagement with AI and employees within globally applicable legal, regulatory and ethical frameworks, including issues of fairness, transparency, privacy, accountability, bias and responsible use of employee data.

2.2 Graduate Attributes for Postgraduate Courses

Graduates of Postgraduate courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Master's degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

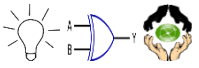
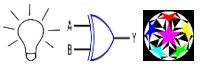
King's Own Institute's generic graduate attributes for master's level degree are summarised below:

	KOI Master's Degree Graduate Attributes	**Detailed Description**

	Knowledge	Current, comprehensive and coherent knowledge, including recent developments and applied research methods
	Critical Thinking	Critical thinking skills to identify and analyse current theories and developments and emerging trends in professional practice
	Communication	Communication and technical skills to analyse and theorise, contribute to professional practice or scholarship and present ideas to a variety of audiences.
	Research and Information Literacy	Cognitive and technical skills to access and evaluate information resources, justify research approaches and interpret theoretical propositions
	Creative Problem Solving Skills	Cognitive, technical and creative skills to investigate, analyse and synthesise complex information, concepts and theories, solve complex problems and apply established theories to situations faced in professional practice.
	Ethical and Cultural Sensitivity	Appreciation and accountability for ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Leadership and Strategy	Initiative, leadership skills and ability to work professionally and collaboratively to achieve team objectives across a range of team roles. Expertise in strategic thinking, developing and implementing business plans and decision making under uncertainty
	Professional Skills	High level personal autonomy, judgement decision-making and accountability required to begin professional practice.

2.3 Subject Learning Outcomes

Listed below, are *key* knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
a) Appraise the change in nature of workforce engagement	
b) Appraise cultural and commercial diversity in a globally transient workforce	
c) Assess contextually ethical and socially responsible engagement of 21 Century workforce	
d) Evaluate personal professional motivation in relation to industry needs	
e) Formulate a shared value framework for risk mitigation	
f) Reflect on strategies, methods and tools for achieving shared value within a global and collaborative workforce	

2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

Weekly Planner:

Week (beginning)	Lecture Topics	Readings	Expected Work
Week 1 26 October	Leadership in a Transforming World of Work: Megatrends, the Gig Economy, and Global Collaboration Library search, databases & types of evidence	Daft Ch1 and Daft Ch2 Li, T., Wang, Z. and Liu, Y. (2022) *Inclusive leadership and innovative performance: A multilevel mediation model*, **Frontiers in Psychology**, 13, 9261735. Available at: https://doi.org/10.3389/fpsyg.2022.9261735	Tutorial Topic 1 Library Search, Databases & Types of Evidence
Week 2 02 November	From Universalism to Contingency: Leadership Theories and Styles in Perspective	Daft Ch3 Nieken, P 2023, 'Charisma in the gig economy: The impact of digital leadership and communication channels on performance', *Leadership Quarterly*, vol. 34, no. 6, p. N.PAG, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=174297006&site=ehost-live	Tutorial Topic 2 Class Discussion on concepts & small group discussions
Week 3 09 November	Values-Based Leadership: Culture, Ethics, Diversity, and Spirituality in Organisations	Daft Ch14 Santhanam, P 2023, 'Merge CULTURE and CREATIVE LEADERSHIP in the digital world: People, culture and creativity are the powerful mantra for leaders in the digital era', *HR Future*, no. 3, pp. 30–31, viewed 30 May 2024, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=163401689&site=ehost-live	Tutorial Topic 3 Online plagiarism module. Use of Turnitin and Harvard Anglia referencing guide.
Week 4 16 November	Leading for Sustainability: ESG, Responsibility, and Long-Term Value Use of AI in supporting sustainable business practices, ESG reporting, and resource optimisation. Ethical, environmental, and leadership implications of AI adoption in organisations.	Mukherjee, A 2020, 'Leadership for Creating Sustainability Within the Organization: An Empirical Study', *IUP Journal of Organizational Behavior,* vol. 19, no. 3, pp. 7–17, viewed 15 December 2024, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=146546095&site=ehost-live	Tutorial Topic 4 Class Discussion on concepts & small group discussions Formative Assignment due in Class
Week 5 23 November	Motivation and Empowerment at Work: Theories, Practices, and Leadership Implications	Daft Ch8 Chan Kar Hoong, Cheah Yeh Ying, Chong Choy Yoke, Jing Yang, K & Guan Gan, GG 2023, 'Motivational Factors of Productivity: The Perspective of Employees', *Global Business & Management* Research, vol. 15, pp. 51–66, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=172314872&site=ehost-live	Tutorial Topic 6 Class Discussion on concepts & small group discussions **Individual Assignment 1 Due Sunday 11:59 pm**

Week 6 30 November	Leadership Communication: Influence, Clarity, and Organisational Alignment	Daft Ch9 Farrington, J 2023, 'Don't Ignore These Two Important Leadership Communication Tools: To be heard, use your EARS', *Leadership Excellence*, vol. 40, no. 7, pp. 22–24, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=164807325&site=ehost-live	Tutorial Topic 5 Class Discussion on concepts & small group discussions
Week 7 07 December	Leading Work Teams in a Changing World: Flexibility, Diversity, and Connection	Daft Ch10 Lu, JG, Swaab, RI & Galinsky, AD 2022, 'Global Leaders for Global Teams: Leaders with Multicultural Experiences Communicate and Lead More Effectively, Especially in Multinational Teams', *Organization Science*, vol. 33, no. 4, pp. 1554–1573, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=158447747&site=ehost-live	Tutorial Topic 7 Class Discussion on concepts & small group discussions
Week 8 14 December	Leading Change: Foundations and Practice of Organisational Transformation	Daft Ch15 Beinisch, N & Edward, D 2023, 'Managing Complexity and Leading Change', Developing Leaders, no. 42, pp. 66–81, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=173878350&site=ehost-live	Tutorial Topic 8 Class Discussion on concepts & small group discussions
Week 9 04 January	Building Leadership Capability for Diversity and Inclusion	Daft Ch11 Bush, J. (2025) *Positive leadership and diversity, equity, and inclusion (DEI) initiatives: An integrative framework*, **International Journal for Multidisciplinary Research**, 7(2). Available at: https://doi.org/10.36948/ijfmr.2025.v07i02.39079	Tutorial Topic 9 Class Discussion on concepts & small group discussions **Group Assignment 2 due Sunday 11:59 pm**
Week 10 11 January	Leadership in Shaping Organisational Values and Strategy	Daft Ch13 'Strategic leadership capabilities: Creating successful long-term innovation' 2024, *Strategic Direction*, vol. 40, no. 4, pp. 30–32, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=176616691&site=ehost-live	**Group presentations**
Week 11 18 January	Courageous Moral Leadership and the Dynamics of Followership	Daft Ch6 and Ch7 Sultana, K, Kitchlew, N & Ali, SA 2023, 'Perceived Ethical Leadership and Moral Voice: Mediating Role of Moral Courage', *International Journal of Business & Economic Affairs* (IJBEA), vol. 8, no. 1, pp. 26–43, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=162333537&site=ehost-live	**Group presentations (overflow)** Tutorial Topic 10 **Individual Assignment 4 due Sunday 11:59 pm**
Week 12 25 January	Understanding Leadership at the Individual Level: Mind, Emotion, and Behaviour	Daft Ch4 and Ch5 Chang, TFH, Baelen, RN, Ramburn, TT & Purandare, P 2022, 'Developing positive self-leadership through "Inner Engineering"', *Journal of Management Development,* vol. 41, no. 7/8, pp. 405–416, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=160313009&site=ehost-live	Tutorial Topic 12 Class Discussion on concepts & small group discussions

Week 13 01 February	Study review week and Final Exam Week	
Week 14 08 February	- Final Exam Week - Continuing students - enrolments for T127 open	Please see the exam timetable for the exam date, time and location
Week 15 15 February	- Student Vacation begins - New students - enrolments for T127 open	
Week 16 22 February	• Results Released • Review of Grade Day for T326 – see Sections 2.6 and 3.2 below for relevant information. • Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.	
T127 01 March 2027		
Week 1 01 March	Week 1 of classes for T127	

2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (1 hour/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the Assignment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

2.6 Student Assignment

Provided below is a schedule of formal Assignment tasks and major examinations for the subject.

Assignment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assignment 1: Individual Assignment (1,500 words)	Week 5	20%	a ,b
Assignment 2: Group Report (2,500 words)	Week 9	20%	a, b, c, d
Assignment 3: Group presentation	Week 10-11	30%	c, d

Assignment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assignment 4: Individual Reflection Report (2,000 words)	Week 11	30%	a, b, c, d

Requirements to Pass the Subject:

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.

2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

Prescribed Text and Recommended Text:

Daft, R.L. 2026., *The Leadership Experience*. 9th edn. Boston, MA: Cengage Learning.

Recommended Readings and Supplementary Books:

Ferguson, K 2023, *Head and Heart: The Art of Modern Leadership*, Penguin Random House, Sydney.

Brown, B 2018, *Dare to Lead: Brave Work. Tough Conversations*. Whole Hearts., Random House, New York

Journal articles:

Caver, K. Livers, A. 2020. The paradox of the seed and soil: Cultivating inclusive leadership for a "new normal*". Leadership*, 2021, Vol. 17(1) 18–31

Chaudhary, R. Panda, P. 2018. Authentic leadership and creativity: The intervening role of psychological meaningfulness, safety and work engagement. International Journal of Productivity and Performance *Management* Vol. 67 No. 9, pp. 2071-2088

Eliot, J.L. 2020. Resilient Leadership: The Impact of a Servant Leader on the Resilience of their Followers. *Advances in Developing Human Resources*, Vol. 22(4) 404–418

Hester Nienaber, H. Martins, N. 2020. Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness. *The TQM Journal* Vol. 32 No. 3, pp. 475-495

Ho, H.C.Y. Yeung, D.Y. 2021. Conflict between younger and older workers: an identity-based approach. *International Journal of Conflict Management*. Vol. 32 No. 1, pp. 102-135

Mahato, M. Kumar, N. Jena, L.K. 2021. Re-thinking gig economy in conventional workforce post COVID-19: a blended approach for upholding fair balance. *Journal of Work-Applied Management* Vol. 13 No. 2, pp. 261-276

Mahmoud, A.B. Fuxman, L. Mohr, I. Grigoriou, N. 2021. We aren't your reincarnation!" workplace motivation across X, Y and Z generations. *International Journal of Manpower* Vol. 42 No. 1, pp. 193-209

Walker, D. Lloyd-Walker, B. 2019. The future of the management of projects in the 2030s. International *Journal of Managing Projects in Business*. Vol. 12 No. 2, pp. 242-266

Students are encouraged to read peer reviewed journal articles and conference papers. Google Scholar provides a simple way to broadly search for scholarly literature. From one place, you can search across many disciplines and sources: articles, theses, books, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other web sites.

Useful Websites:

The following websites are useful sources covering a range of information useful for this subject. However, most are not considered to be sources of Academic Peer Reviewed theory and research. If your Assignments require ***academic peer reviewed journal articles*** as sources, you need to access such sources using the Library database, Ebscohost, or Google Scholar. Please ask in the Library if you are unsure how to access Ebscohost. Instructions can also be found in Moodle.

Advances in Developing Human Resource - https://journals.sagepub.com/home/adh

Human Resource Development Review - https://journals.sagepub.com/home/hrd

International Journal of Manpower - https://www.emerald.com/insight/publication/issn/0143-7720

International Journal of Organization Theory & Behavior - https://www.emeraldgrouppublishing.com/journal/ijotb

International Journal of Productivity and Performance Management - https://www.emerald.com/insight/publication/issn/1741-0401

Journal of Work-Applied Management - https://www.emerald.com/insight/publication/issn/2205-2062

Leadership - https://journals.sagepub.com/home/lea

Management and Labour Studies - https://journals.sagepub.com/home/mls

Journal of Organizational Behaviour - https://onlinelibrary.wiley.com/journal/10991379

People and Places in the Global Economy - https://www.emerald.com/insight/publication/issn/1750-6204

The TQM Journal - https://www.emerald.com/insight/publication/issn/1754-273

Academic Writing:

- Language and Learning Online - Monash University http://www.monash.edu.au/lls/llonline/index.xml
- Online Writing Lab – Purdue University https://owl.english.purdue.edu/owl/
- Study Skills – Charles Darwin University http://learnline.cdu.edu.au/studyskills/index.html
- Uni Learning - The UniLearning website was developed through a National Teaching Development Grant provided by the Committee for University Teaching and Staff Development https://www.uow.edu.au/student/learning-co-op/

Presentations:

- International Association of Science and Technology for Development – PowerPoint presentation on making a presentation – with good and bad examples https://www.iasted.org/conferences/formatting/presentations-tips.ppt
- Speaking about Presenting – useful presentation and PowerPoint tips from a New Zealand based presentation consultant http://www.speakingaboutpresenting.com/
- The World Best PowerPoint Presentation – the Best Presentation Award in Slideshare from 2008, 2009 and 2010 http://www.bestpresentation.net/best-powerpoint-presentation