



## COURSEWORK ASSESSMENT SPECIFICATION

<b>Module Title:</b>	Leadership in a Digital Age
<b>Module Number:</b>	LD7090
<b>Module Tutor Name(s):</b>	Ning Tse
<b>Academic Year:</b>	2022-23
<b>% Weighting (to overall module):</b>	100%
<b>Coursework Title:</b>	Self-Reflection as a Digital Leader
<b>Average Study Time Required by Student:</b>	60-70 hours

### Dates and Mechanisms for Assessment Submission and Feedback

<p><b>Date of Handout to Students:</b></p> <p>During first week of teaching.</p>
<p><b>Mechanism for Handout to Students:</b></p> <p>Via Blackboard; briefing in face-to-face session.</p>
<p><b>Date and Time of Submission by Student:</b></p> <p>Submitted on <b>9<sup>th</sup> January 2023</b> (no later than 16:00)</p>
<p><b>Mechanism for Submission of Work by Student:</b></p> <p>The assignment must be submitted via the Turnitin submission point on Blackboard site.</p>
<p><b>Date by which Work, Feedback and Marks will be returned to Students:</b></p> <p>Within 20 working days after the submission date.</p>
<p><b>Mechanism for return of assignment work, feedback and marks to students:</b></p> <p>Formal feedback will be made available via Blackboard following completion of all reviews and internal moderation of results.</p>

## **Learning Outcomes tested in this assessment**

This assignment will assess the following learning outcomes:

1. Your in-depth knowledge of key concepts, models and theories relating to leadership in the digital age and critical appreciation of the uncertainty and limits of this knowledge
2. Demonstrate critical awareness of the relationship between technical leadership and business performance
3. Ability to convey and translate technological concepts and data into formats and business cases that are of value to strategic decision-makers
4. Ability to recognise ethical, social and legal concerns and incorporate good practice into technical leadership practice in diverse environments and/or teams.
5. Critically reflect on the traits and disposition required for technical leadership and how this affects colleagues and society's perception of technology firms and technology users

## **General Information**

This assignment constitutes 100% towards the final mark for this module. Any queries relating to this assignment should be directed to module leader, [ning.tse@northumbria.ac.uk](mailto:ning.tse@northumbria.ac.uk).

## **Type of the submission required**

This is an INDIVIDUAL piece of work contributing towards the module assessment. Submission must be in the form of a MS Word report (.docx file) submitted via Turnitin.

## **Assessment**

In 4,000 words (excluding title, references, and appendix), you are required to carry out an analysis of yourself in order to assess your relative strengths and weaknesses as a leader in the digital age. You should assess yourself with regard to a number of leadership models and frameworks and discuss the importance of self-awareness and continuous professional development, demonstrating critical reflection.

## **Format and Submission Requirements**

- Submission will be via Turnitin on Blackboard; please see the front cover for the submission date. You can submit your report for originality checking via the 'Draft Submission Point'. However, you must ensure the final version is correctly submitted to the 'Final Submission Point' before the deadline.
- Add a cover page with your name, student ID, tutor's name and word count.
- Include table of contents, page numbers, captions for all figures and tables.
- Layout should make reasonable use of margins, numbered headings, 1.2~1.3 linespacing, Times New Roman font style and 12pt font size.
- Referencing should be in the Harvard or APA style.
- Name your report with tutor's name, programme code, group no and your student ID: <tutor>\_<prog code>\_<group no>\_<student ID>.docx. For example, Ning\_CST\_group2\_21012345.docx

**Assessment Criteria/Marking Scheme:**

Description	Marks
<p><b>Section 1: Leadership Models/Theories</b> (suggested word limit for this section is 900 words)</p>	
<p>Critically review various leadership models/theories in light of digital leadership e.g. Trait Theory or Contingency Theory.</p> <p><i>Guide: You need to select two or three leadership theories (based on the word count). Try not to select theories which are already outdated e.g. great man theory, transactional theory etc. You should begin by explaining the theories and then critically review them with digital leadership traits and characteristics.</i></p>	<p>20</p>
<p><b>Section 2: Self Analysis</b> (suggested word limit for this section is 500 words)</p>	
<p>Identify digital leadership traits and conduct a thorough self-analysis, using a range of diagnostic tools and frameworks (<i>available on university website</i>), to demonstrate your overall leadership strengths and areas for development in the context of digital technical leadership.</p> <p><b>Note:</b> Your tutor will guide you on how to access following assessments:</p> <ul style="list-style-type: none"> <li>• Personality Insight</li> <li>• Workplace Culture</li> <li>• Motivation at Work</li> <li>• Emotional Control</li> <li>• Management Skills</li> <li>• Strengths</li> </ul> <p><i>Guide: After completing the proposed self-assessments, you should report the scores and explanation of the results. Based on the outcomes of these assessments, conduct a personal SWOT analysis. Keep the ones that is related to digital leadership traits and ignore the irrelevant items.</i></p>	<p>15</p>
<p><b>Section 3: Leadership Capabilities and Behaviours in Leading a Virtual Team</b> (suggested word limit for this section is 1000 words)</p>	
<p>Provide examples of the leadership capabilities and behaviours that can be applied to the management of virtual teams, and evaluate how your examples can be applied in your practice or within a role to which you aspire to which requires this competence. Highlight ethical, social and legal responsibilities for a digital leader in the selected scenario.</p> <p><i>Guide: This part of the assessment requires you to demonstrate your leadership capabilities and behaviour. Consider yourself working as a digital leader in an organisation, having a virtual team working under you. How will you manage that team? You need to provide the problems you will face and then propose a solution to these problems. Also highlight your ethical, social and legal responsibilities towards that team.</i></p>	<p>25</p>

<b>Section 4: Business Transformation</b> (suggested word limit for this section is 1000 words)	
Identify and critically evaluate a contemporary issue from your professional practice or an area of interest and provide an evaluation as to how digital technical leadership can enhance business transformation and performance of this issue.  <i>Guide: This part of the assessment requires you to demonstrate, how will you apply business transformation working as a digital leader. Hence you need either take an example from you work place or consider an area of interest, working as a digital leader. During your role how will you transform the business with digital technology, how this will benefit the organisation and what resources will be required for the transformation.</i>	20
<b>Section 5: Personal Development Plan</b> (suggested word limit for this section is 600 words)	
Complete a personal development plan identifying a range of personal development objectives that would evidence your ability to demonstrate the competences to be an effective leader in the digital age. This plan should set out objectives for your future approach to leadership with a range of learning activities, success criteria and timescales.  <i>Guide: This part of the assessment requires you to produce a list of goals and objectives for your personal development. You should draw on your findings in the earlier sections to contextualise and justify how these objectives will enable you to be an effective Leader in Digital Age to your current role or role to which you aspire. You should follow the template/ guidance provided by the tutor.</i>	20
<b>Total</b>	<b>100</b>

**Formative Feedback:** There will be an opportunity for formative feedback during the semester. You are advised to start working on this assignment as early as possible so that you can seek clarification from the module tutor regarding any questions you might have during the semester. Note that tutors will not predict your grade, and you should not take the lack of comment on any aspect of your work as indicating that it is correct. You should make every effort to take advantage of formative feedback as tutors will not comment on draft work at other times. Remember that you will get more useful feedback from us by asking specific questions than just presenting us with your documentation and asking, 'Is this right?'

**Academic Integrity Statement:** You must adhere to the university regulations on academic conduct. Formal inquiry proceedings will be instigated if there is any suspicion of plagiarism or any other form of misconduct in your work. Refer to the University's Assessment Regulations for Northumbria Awards if you are unclear as to the meaning of these terms. The latest copy is available on the University website [here](#).

**Penalties for Exceeding Word Limits:** The actual word count is to be declared on the front of the assessment submission.

<b>Under the word limit</b>	No Penalty: In not making use of the full word count, students
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	may have self-penalised their work. If students have been able to achieve the requirements of the assessment using fewer words than allocated, they will not be penalised.
<b>Up to 10% over word limit</b>	No Penalty: Situation flagged by tutor in feedback but over-run is tolerated and no deduction is made from the final mark.
<b>More than 10% over the word limit</b>	<p>The marker will stop reading when they judge that the word count exceeds the recommended word count by more than 10% i.e. for a 4000 word essay, the marker will read only the first 4400 words and will indicate on the text where they stop reading.</p> <p>The content following this point will not be read and a mark will be awarded only for the content up to this point.</p>

**Late Submission Policy:** For coursework submitted up to 1 calendar day (24 hours) after the published hand-in deadline without approval, 10% of the total marks available for the assessment (i.e.100%) shall be deducted from the assessment mark. Penalties will be applied as defined in the University Policy on the late submission work. The latest copy is available on the University website [here](#).

**For clarity:**1 calendar day counts from 16:01 of 28<sup>th</sup> to 16:00 of 29<sup>th</sup>, December 2022. A late piece of work that would have scored 65%, 55% or 45% had it been handed in on time will be awarded 55%, 45% or 35% respectively as 10% of the total available marks will have been deducted.

**Failure to Submit:**The University requires all students to submit assessed coursework by the deadline stated in the assessment brief. Where coursework is submitted without approval after the published hand-in deadline, penalties will be applied as defined in the University Policy on the Late Submission of Work.

## Grading Guidance:

**Fail (< 50):** A fail submission will show lack of understanding of the topics covered and learning materials. There will be clear gaps in your assessment deliverable and not meeting the requirements. Some of the areas are not covered or covered in limited detail at the descriptive level. There will be inadequate evidence of your understanding of the digital age, business transformation, the requirements to lead in a digital age and the link between leadership and enhanced business performance in the digital age. Supporting evidence is weak or lack of evidence, of your self-analysis and your personal development objectives to be an effective leader in the digital age.

**Pass (50-59):** A pass submission will show some understanding of the digital age, business transformation, the requirements to lead in a digital age and the link between leadership and enhanced business performance in the digital age. Show some supporting evidence of your self-analysis and your personal development objectives to be an effective leader in the digital age.

**Commendation (60-69):** A commendation submission would show a significant understanding of leadership in the digital age and the relationship between digital technical leadership and enhanced business performance and transformation. This will also show strong evidence of your self-analysis, your personal development objectives that would evidence your ability to demonstrate the competences to be an effective leader in the digital age.

**Distinction (>70):** A distinction shows your full understanding of the digital age, business transformation and the requirements to lead in a digital age, both on capabilities and behaviour. You have exhibit your understanding of the link between leadership and enhanced business performance in the digital age. Show a demonstration of a full self-analysis, identifying your strengths and weakness as a leader in the digital age and evidenced your understanding of self-awareness; demonstrate critical reflectionsand the importance of continuous professional development demonstrating the competences to be an effective leader in the digital age.