MN5511 – Leadership in Organisations

Module Type/Semester: Option (20 credits), Semester 2

Module Co-ordinator: Dr Sandra Romenska

Contact Details: sr82@st-andrews.ac.uk
01334 464839

Aim:
The aims of the module are to:
- Develop students’ critical understanding of current leadership theory and practice;
- Consider the implications of this understanding for the development of leadership in organisations;
- Support students in developing their effectiveness in a variety of leadership contexts where they may or may not have formal authority.

Method of Teaching and Learning:
The module will be delivered through a combination of synchronous and asynchronous online and in-person sessions. The variety of teaching and learning methods place an emphasis on interactivity and experiential learning as well as independent reading, and engagement with academic research, fiction, and film.

The module assumes that developing leadership abilities involves reading and writing as well as practising leadership. It is centred on critical engagement with personal experience and requires active participation by students. Overall, this is a conceptually complex and practically demanding module that is not suitable for passive learners.

Learning Outcomes:
By the end of the module, students should be able to:
- Understand the complex and contested nature of leadership and its practice in a variety of organisational and social contexts.
- Critically evaluate the relevance of leadership theories across a variety of organisational and multicultural contexts and leadership outcomes.
- Critically evaluate different approaches to the design, implementation and evaluation of leadership development programmes in various contexts.
- Assess their own leadership assumptions, preferences and potential.

Indicative Weekly Topic Outlines:
- **Week 1**: Introduction to the module and the assessment. Overview of leadership, leaders and leading.
- **Week 2**: Power and influence in organisations.
- **Week 3**: Psychology of leadership and social identity theory.
- **Week 4**: The romance of leadership. Dramaturgical and narrative approaches.
- **Week 5**: Followership and followers. Shared leadership.
- **Week 6**: The dark side of leadership. Toxic and destructive leaders.
- **Week 7**: Ethical leadership.
- **Week 8**: Leading change, creativity and innovation.
- **Week 9**: Leadership development and the development of leaders.
- **Week 10**: Leadership and gender. Leading in multi-cultural and multi-national contexts.
- **Week 11**: Complexity and leadership.

**ASSESSMENT:**
Coursework: 100% (Essay – 50%, Leadership practical portfolio 50%).

Separate coursework instructions, which provide more details, will be provided on Moodle.

**PROVISIONAL READING LIST:**

Core texts:

Other texts:
This module mainly uses research articles from academic journals, and detailed reading suggestions will be provided in the slides that accompany each of the weekly sessions and in the module reading list at the commencement of the module.

Examples from leadership practice taken from history, film, fiction and contemporary public contexts are frequently discussed in class and it will be useful for students to read materials relating to the Brexit referendum and its aftermath, the US presidential election in 2016, the leadership campaigns in the major UK and European political parties in the past 2 years, the UK parliamentary elections of 2017 and 2019, the developments around Carlos Ghosn and Nissan and others.

In addition, we will discuss a number of public figures with relevance to leadership: Elizabeth Holmes (Theranos), Elon Musk (Tesla), Martin Sorrell (WPP) and others.

Students are also required to search for relevant research articles. Articles on leadership and leadership development can be found across a range of journals but the following are particularly relevant (or at least carry some relevant articles):

- *Academy of Management Learning and Education*
- *Human Relations*
- *Journal of Management Education*
- *Leadership* (the Sage-published journal)
- *Leadership Quarterly*
- *Management Learning*

*Course descriptions apply to the period of dual-mode delivery in the academic year 2020/21. Organisation of courses may be subject to change without notice.*