



MN5511 – Leadership in Organisations

MODULE TYPE/SEMESTER: Option (20 credits), Semester 2

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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 in a combination of ways. Some weeks will combine lectures and tutorial time in 3-hour blocks in addition to in-person group experiential exercises using the game simulation, in other weeks content will be delivered as pre-recorded online lectures for independent learning. The variety of teaching and learning methods emphasise interactivity and experiential learning as well as independent reading, and engagement with academic research, fiction, and film. Students will be provided with the equipment and Xbox subscriptions as necessary. Overall, this is a conceptually complex and practically demanding module that is not suitable for passive learners.

Weekly contact estimation is:

3-hour lecture/seminar/presentation x 10 weeks

3-hour lab exercise x 2 weeks

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:** Who is a leader? How do you know? Introduction to the module and the assessment. Establishing prior knowledge and understanding.
- **Week 2:** Leadership in cultural narratives: analysing leadership through popular media, drama, and in online environments. Authenticity – myth and reality.
- **Week 3:** Psychology of leadership and social identity theory.
- **Week 4:** Leadership in digital and crisis environments: virtual leadership and leading in extremis.
- **Week 5:** Turning the lens – the power of followers, distributed leadership.

Spring Vacation

- **Week 6:** Group work assessment.
- **Week 7:** The (Mis)Leaders – organisational monsters, toxic leaders and stories of failure.
- **Week 8:** Leading organizational change and innovation: strategies for driving and sustaining transformation.
- **Week 9:** Advanced theories of learning and leadership development: integrative approaches and frameworks.
- **Week 10:** Social identity approaches – part 2.
- **Week 11:** Strategic leadership and decision-making: navigating emotions in organizational contexts.

ASSESSMENT:

Coursework: 50% (Group Presentation 20%, Essay – 30%).

Examination: 50%

Separate assessment instructions with more details will be provided on Moodle.

PROVISIONAL READING LIST:

Core texts:

- Northouse, P.G. (2013) *Leadership theory and practice*, 6th ed. Sage, London

Game content sources:

You can create a free Twitch account to access the streams of content creators playing Sea of Thieves live or watch recordings from past streams. The streamers recommended for this assignment are:

<https://www.twitch.tv/hitbotc>

<https://www.twitch.tv/phuzzybond>

The game has an active Reddit community:

<https://www.reddit.com/r/Seaofthieves/?rdt=49868>

The game developer maintains player forums on their website:

<https://www.seaofthieves.com/community/forums/categories>

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 5 years, developments in the business and sports world, etc.

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*

Organisation of courses may be subject to change without notice.