MN4245 – Leadership Development

MODULE TYPE/SEMESTER: Honours/Option (20 Credits)/Semester 1

PRE-REQUISITE(S): MN3102, MN2001 and MN2002

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AIM:
How are leaders developed? Drawing on current academic debates, examples of leadership challenges from practice and students’ own experiences this module examines how leaders can be developed (by themselves and others) to address evolving strategic contexts and emerging patterns of organization in the private, public and third sector.

METHOD OF TEACHING & LEARNING:
The module will be delivered in weekly two-hour sessions in a workshop format rather than lectures. There will be a variety of teaching methods implemented and an emphasis on interactivity and hands-on learning as well as use of learning technology, role-play and simulations. The weekly sessions will be supplemented by fortnightly seminars, which will focus on guided reflection on the workshops and structured discussions of set readings.

The module assumes that developing leadership abilities involves reading and writing about it but also practising leadership. It is centred on critical engagement with personal experience and requires active participation by students. They are expected to attend all classes (the weekly sessions and the seminars). A Leadership Development Workshop assignment requires that students meet out of scheduled class times and work in groups to enact distributed leadership and develop experiences for others. 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.
- Compare, contrast and evaluate leadership theories.
- Critically evaluate different approaches to leadership development.
- Interpret the relationship between experience and individual / collective leadership formation.
- Conceptualise and construct formal and informal leadership development processes and experiences.
INDICATIVE TOPIC OUTLINE:
Lecture Topics per week:

Week 1: Leaders, leading and leadership development. Introduction to the module and the assessment.
Week 2: Understanding and evaluating mainstream leadership theories.
Week 3: Learning and development in leadership – Conceptualising and capturing experience for and from leadership.
Week 4: Understanding and evaluating emergent models and theories.
Week 5: Followership theories. Shared leadership.
Week 6: Independent learning week – no lecture.
Week 7: Leadership paradoxes – leadership as drama and narrative. The romance of leadership.
Week 8: Leadership development: small-scale workshops and exercises.
Week 9: Leadership development: designing your own workshop.
Week 10: Group workshops during workshop and seminar hours.
Week 11: The Leadership Arena: debating key lessons and issues.

ASSESSMENT:
• Leadership Development Workshop – 20% of the module grade (group grade).
• Reflective portfolio on the workshop (2500 words) – 30% of the module grade (individual grade).
• Examination on a seen case study – 50% of the module grade. The exam paper will consist of three questions which students will be presented with at the examination, on a case study which will be made available on Moodle prior to the exam. Students will be required to answer two questions of their choice.

PROVISIONAL READING LIST:
Core texts:

Other texts:
This module uses current journal articles, 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 this year’s parliamentary elections in the UK, the Scottish Independence Referendum, the negotiations around the Greek “bailout”.

Students are also required to search for relevant journal articles, for both seminar sessions and assignment tasks. 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