MN5511 – Leadership in Organisations

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

Module Co-ordinator: Dr Sandra Romenska

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Module 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 weekly two-hour sessions that will typically include a variety of teaching and learning methods and an emphasis on interactivity between staff and students. The weekly sessions will be supplemented by fortnightly seminars, which will focus on specific exercises and structured discussions of set readings.

The module assumes that studying leadership involves doing, seeing, talking, reading and writing about it. It is centred on critical engagement with personal experience and requires active participation by students. They are expected to attend all classes (lectures and seminars). The coursework assignment requires that students meet out of scheduled class times and work in groups to enact distributed leadership. 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:

1. Understand the complex and contested nature of leadership and its practice in a variety of organisational and social contexts.
2. Critically evaluate the relevance of leadership theories across a variety of organisational and multicultural contexts and leadership outcomes.
3. Critically evaluate different approaches to the design, implementation and evaluation of leadership development programmes in various contexts.
4. Assess their own leadership assumptions, preferences and potential.
PROVISIONAL WEEKLY SESSIONS TOPIC OUTLINES:

Week 1 : Overview of leadership, leaders and leading. Introduction to the module and the assessment.
Week 2 : Understanding and evaluating traditional leadership theories.
Week 3: Understanding and evaluating current leadership models and theories.
Week 4: Understanding and evaluating emergent leadership models and theories.
Week 5: Followership and followers. Shared leadership.
Week 6: The dark side of leadership. Toxic and destructive leaders.
Week 7: Leadership failure. Ethical leadership.
Week 8: The future of leadership. Leading change. Leadership, creativity and innovation.
Week 9: The Leadership Dojo – developing leaders.
Week 11: Taking stock and preparing for the exam

Seminars: The fortnightly seminars will begin in Week 2.

The discussion topics for each seminar will be:

Week 2: Power and influence
Week 4: The one-minute leadership speech.
Week 6: Leadership theories: critiques and tensions.
Week 8: Group presentations for Assignment 1.
Week 9: Group presentations for Assignment 1.

Detailed instructions for each seminar will be provided on Moodle.

ASSESSMENT:
Coursework: 50%; Exam 50%

The coursework element comprises:

• A group project (25%) – assessed by a presentation.
• A reflective individual report on the group project (25%).

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

READING LIST (Core texts):

Yukl G (2013) Leadership in Organizations, 8th (Global) ed. Pearson, Harlow

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 on Moodle 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