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 practice and students’ own experiences, this module examines the emergence, development and effectiveness of leaders and leadership in the private, public and third sector.

METHOD OF TEACHING & LEARNING:
The module will be delivered in weekly two-hour lectures. 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 weekly lectures will be supplemented by fortnightly seminars, with further focus on guided reflection and structured discussions of set readings.

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. They are expected to attend all classes (the weekly sessions and the seminars). A practical Leadership Development 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:

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, development of expertise and skilful performance for leadership.

Week 4: Followership. Shared leadership.

Week 5: Learning and development in leadership.

Week 6: Independent learning week – no lecture.

Week 7: Leadership as drama and narrative. The romance of leadership.

Week 8: Toxic leadership. Resistance.

Week 9: Group assignment presentation.

Week 10: Gender, equality and leadership.

Week 11: Leading change and innovation.

ASSESSMENT:

- Practical Leadership Development assignment – 20% of the module grade (group grade).
- Reflective portfolio on the practical assignment (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 out of the three on the exam paper.

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 the Brexit referendum and US presidential election in 2016, the UK parliamentary elections of 2017.

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*