MODULE SPECIFICATION

Code: UMXD4F-20-3   **Title:** Leadership Theory and Practice   **Version:** 1

Level: 3   **UWE credit rating:** 20   **ECTS credit rating:** 10

Module type: Standard

Owning Faculty: FBL   **Field:** Non modular (Organisation Studies)

Faculty Committee approval: QMAC   **Date: 02/12/11**

Approved for Delivery by: Management Development Partnership Limited

Valid from: September 2011   **Discontinued from:**

Contributes towards: BSc Business Management

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Aim of module

This module explores the variety of theories of leadership and questions the degree to which they are relevant to the economic, social and political context in which leaders operate

Learning outcomes:

On successful completion of this module students will be able to:

- Understand the relevance and be able to put into context current perspectives and challenges in leadership. (B)
- Evaluate the concept and application of the 'authentic leadership' model for encouraging others to follow a leader. (A)
- Understand and evaluate the role of transformational leadership. (A)
- Analyse the importance of demonstrating responsible leadership during a process of managing change. (A)

Syllabus outline:

- Changing perspectives of leadership; the economic, social and political context.
- Leadership vs. management; role and functions.
- Effective leadership and personality traits; the extent to which leadership can be learned.
- Leadership style and organisational context.
- Leadership in the 21st century.
- Followership and distributed Leadership; what makes people 'follow' others, the growing importance of 'emergence', innovation and change.
- From vision and goals to purpose and cause.
- Authentic leadership; theory and application in the current context of organisational development.
- Leadership in a world of volatility, uncertainty, complexity and ambiguity.
- Transformational leadership; strengths and weaknesses.
- Leaders as people who shape and influence conversations and 'meaning'.

- The role of power and politics; the phenomenon of 'language' as a source of power.
- Responsible leadership; ethical and social considerations.
- 'Ineffective leadership; the business and economic consequences.
- Leadership learning and self-development in order to gain the trust, respect and commitment of followers.

Teaching and learning methods:

The module is delivered over a twelve week period.

For students studying at specified colleges in the UK, lectures will be delivered by MDP's tutoring team and complemented by access to learning resources, namely:
- each college is required to hold copies of the main textbooks in the ratio of one copy per five students, and any subsidiary textbooks in the ratio of one copy per ten students.
- MDP's Virtual Learning Environment has links to a wide range of online resources
- Students can access all the leading journals in business and management through an agreement with the Queen Mary, University of London library. The library is situated on the Mile End Road and is within walking distance for the majority of students.

The module is also offered in Distance Learning mode and an online version module is supported through the resources provided by MDP on the Virtual Learning Environment, and without recourse to any face-to-face tuition. To enable students to receive a learning experience equivalent to the face to face students, two additional features are included in the distance learning programme.
- First, the course fee will include a one year subscription to 'Questia', an extensive online library. The subscription gives students full access to over 60,000 textbooks and more than 155,000 journal articles.
- Second, MDP's Virtual Learning Environment will be used to host fortnightly discussion forums based on key readings and set activities. The Module Leader will provide a summary at the end of each session and all interactions will be monitored by the Programme Manager.

Reading Strategy

The module is delivered over a twelve week period.

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Assessment Strategy

The module is assessed through a combination of coursework, a written assignment of a maximum of 2,000 words submitted during the course of the module, and an end of module examination – an exam based on a pre-seen case study in which questions require students to apply concepts in practice and test students understanding and critical evaluation of theories of leadership. Opportunities for formative feedback are built into module sessions.

Weighting between components A and B (standard modules only)   A: 70%   B: 30%

ATTEMPT 1

First Assessment Opportunity
Component A
Description of each element   **Element weighting**
1 Examination (3 hours)   FINAL   100%

Component B
Description of each element   **Element weighting**
1 Written assignment (max 2,000 words)   100%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A
Description of each element   **Element weighting**
1 Examination (3 hours)   100%

Component B
Description of each element   **Element weighting**
1 Written assignment (max 2,000 words)   100%

EXCEPTIONAL SECOND ATTEMPT (Retake): Attendance at taught classes is required.

Specification confirmed by …………………………………Date ……………………………
(Associate Dean/Programme Director)