



University of the  
West of England

## MODULE SPECIFICATION

**Code:** UMOCB6-15-M      **Title:** Leadership      **Version:** 2

**Level:** M      **UWE credit rating:** 15      **ECTS credit rating:** 7.5

**Module type:** Standard

**Owning Faculty:** FBL      **Field:** Organisation Studies

**Faculty Committee approval:** QMAC      **Date:**

**Valid from:** 1 September 2002      **Discontinued from:**  
(Revised 1 September 2010)

**Contributes towards:** MSc Management, MSc International Management, MSc Events Management, MSc International Tourism Management

**Pre-requisites:** None

**Co-requisites:** None

**Excluded combinations:** None

### Aim of module

Students will critically examine and evaluate all aspects of leadership theory and practice, develop a self-awareness and reflective learning capacity in terms of their personal attitude to leading and managing in organisations.

### **Learning outcomes:**

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

- apply theories and concepts of leadership that reflects a sensitivity to issues relating to ethics, culture, strategy and governance [A and B]
- critique and evaluate theories, models and concepts of leadership based on ethical considerations, culture, strategy and governance [A and B]
- adopt multiple perspectives when working with theory and practice and demonstrate an understanding of and sensitivity to cultural differences between people and organisations [A and B]
- take a creative and critically reflective and reflexive approach to learning and experience based on leadership and personal development [A]
- demonstrate the ability to communicate professionally through clear and well articulated presentation of learning [A and B]

In addition, the educational experience may explore, develop and practise, but not formally assess the following abilities:

- to work with diversity and complexity

- to work within a multicultural team environment
- to gain insights into career and self-development
- to exchange experiences and knowledge

### **Syllabus outline:**

- Leadership, management, power and politics
- Contemporary leadership theory
- Leadership in new forms of organization
- Leading and managing change
- Leadership for a higher purpose: toxicity, ethics and values
- Distributed and Team leadership
- Organizational culture and leadership
- Diversity and leadership
- Leadership and national/ international cultures
- Learning Leadership

### **Teaching and learning methods:**

The formal sessions provide students with a theoretical foundation concerning the development of thinking and writing on leadership. A particular feature of the module is to explore the leadership literature through the experience of leaders in their organisations and contexts. The sessions also give students opportunities to develop their own leadership skills by, for example, leading a presentation or participating in an experiential exercise. Activities are critically analysed so that abstract concepts and experiences can be explored and synthesized. The assessment is designed to provide an opportunity to reflect on learning and leadership theory and practice. The module is supported by blackboard.

### **Reading Strategy**

All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

### **Essential reading**

Currently the essential reading is:

Jackson B. and Parry K. (2008). *A very short, fairly interesting and reasonably cheap book about studying leadership* Sage London

Yukl, G. (2010) *Leadership in organisations, seventh edition*. Upper Saddle River: Pearson

These texts may change from year to year, students should check the module handbook before purchasing

### **Further reading**

At the end of each session students will be provided with further readings suggestions and requirements. The lecturer will highlight relevant books, book chapters and articles (referred and practitioner) that relate to the discussion held at that session. Guidance on where to get these resources will also be made clear by the lecturer.

### ***Indicative Reading List:***

- Beerel, A. (2009). *Leadership and Change Management*. London: Sage.
- Day, D.V., Harrison, M.M., and Halpin, S.M. (2009). *An Integrative Approach to Leader Development*. New York: Routledge.
- Ford, J., Harding, N., and Learmonth, M. (2008). *Leadership as Identity*. New York: Palgrave.
- Garsten, C. and Hernes, T. (2009). *Ethical Dilemmas in Management*. Abingdon: Routledge.
- Gill R. (2006). *Theory and Practice of Leadership*. Sage London.
- Grint, K. (2005). *Leadership: limits and Possibilities*. New York: Palgrave.
- Harter, N. (2006). *Clearings in the Forest: On the Study of Leadership*. Purdue: Purdue University Press.
- Haslam, S.A. (2004). *Psychology in Organisations: the Social Identity Approach*. London: Sage.
- Kellermen, B. 2004. *Bad Leadership: What It Is, How It Happens, Why It Matters*. Boston, MA: Harvard Business School Press.
- Leavy, B., and McKiernan, P. (2009). *Strategic Leadership: Governance and Renewal*. New York: Palgrave.
- Leithwood, K., Mascall, B., and Strauss, T. (2009). *Distributed Leadership According to the Evidence*. New York: Routledge
- Lipman-Blumen, J. (2005). *The Allure of Toxic Leaders*. Oxford: Oxford University press.
- Mendonca, M., & Kanungo, R. (2006). *Ethical Leadership*. Open University Press.
- Messick, D.M., & Kramer, R.M. (2004). *The Psychology of Leadership: Some New Approaches*. Lawrence Erlbaum Associates.
- Schyns, B., & Meindl, J.R. (2005). *Implicit Leadership: Essays and Explorations*. Information Age Publishing.
- Storey J. (2004) *Leadership in organisations: Current issues and key trends*. Routledge London.
- Turnbull James, K., and Collins, J. (2008). *Leadership Perspectives*. New York: Palgrave.
- Western S. (2008) *Leadership: A critical text*. Sage London

### Journals

When exploring specific topics you may need to use more focused journals.

Harvard Business Review  
British Journal of Management  
Journal of General Management  
Journal of Management Studies  
Organization Analysis  
Organizational Dynamics  
Organization Studies  
Leadership Quarterly  
Leadership  
Journal of Leadership Studies  
Leadership and Organization Development  
Journal of Management Development  
Management Learning  
Journal of Change Management

The Learning Organization  
 Journal of Organizational Change Management  
 Organizational Development and Issues  
 Journal of Occupational and Organisational Psychology  
 Journal of Applied Psychology  
 Human Relations  
 The International Journal of Leadership in the Public Services

**Assessment**

**Component A**

Drawing on experiences during the module develop a critical self-reflection of leadership style, skills and attributes (1000 words)

**Component B**

Conduct an interview of a leader and critically analyse contemporary leadership theory with reference to what you have learned about effective leadership (2000 words)

**Weighting between components A and B:**

**A:50% B: 50%**

Component A is the final assessment

**ATTEMPT 1**

**First Assessment Opportunity**

**Component A**

**Description of each element**

1 Supervised project - critical self-reflection of leadership style, skills and attributes (1000 words)

**Element weighting**

100%

**Component B**

**Description of each element**

1 Research interview of a leader (2000 words)

**Element weighting**

100%

**Second Assessment Opportunity (further attendance at taught classes is required)**

**Component A**

**Description of each element**

1 Supervised project - critical self-reflection of leadership style, skills and attributes (1000 words)

**Element weighting**

100%

**Component B**

**Description of each element**

1 Research interview of a leader (2000 words)

**Element weighting**

100%

**Specification confirmed by .....Date**

.....

**(Associate Dean/Programme Director)**