

## CORPORATE AND ACADEMIC SERVICES

### MODULE SPECIFICATION

Part 1: Basic Data					
Module Title	Advances in Leadership				
Module Code	UMODAP-15-M	Level	M	Version	1.1
Owning Faculty	FBL	Field	Organisation Studies		
Contributes towards	MSc Leadership and Management (Health and Social Care), MSc Leadership and Management (Coaching and Mentoring), MSc Leadership and Management (Change Practice)				
UWE Credit Rating	15	ECTS Credit Rating	7.5	Module Type	Standard
Pre-requisites	None		Co- requisites	None	
Excluded Combinations	None		Module Entry requirements		
First CAP Approval Date	25 May 2012		Valid from	September 2012	
Revision CAP Approval Date	20 November 2014		Valid from	September 2014	

<b>Review Date</b>	September 2018
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Part 2: Learning and Teaching	
Learning Outcomes	<p>On completion of the module participants will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe, understand and synthesise different perspectives and concepts of leadership, followership and management.</li> <li>2. Appreciate and critically evaluate past and current theories and approaches to leadership and developing leaders.</li> <li>3. Explain and critically evaluate processes of leadership, followership and management.</li> <li>4. Appreciate and critically evaluate the role of identity and power in leadership development.</li> <li>5. Diagnose current strengths and development needs as leaders and followers within complex systems.</li> </ol> <p><b>All of these outcomes are assessed.</b></p>
Syllabus Outline	<ul style="list-style-type: none"> <li>• Differing theoretical and practical perspectives of leaders, leadership and management</li> <li>• Concepts of Followership</li> <li>• Distributed, dispersed leadership and Community</li> <li>• Critical Leadership Theory</li> <li>• Gender and Leadership</li> <li>• Identity and Leadership</li> <li>• Review of leadership development models and approaches</li> </ul>

	<ul style="list-style-type: none"> <li>• Aesthetics and Leadership</li> <li>• Advanced concepts of power, control and leadership</li> <li>• Leadership, Ethics and Sustainability</li> </ul>
Contact Hours/ Scheduled Hours	Scheduled class contact time for this module is usually 24 hours spread across 3 days. Additional opportunities exist for non-class contact to discuss assignments.
Teaching and Learning Methods	<p><b>Scheduled learning</b> includes a variety of teaching methods such as: topic and research related pre-reading; theoretical input; experiential learning; group discussion of key critical journal articles; guest speakers; problem-based workshops; artistic workshops.</p> <p><b>Independent learning</b> includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc. Students are encouraged to relate the knowledge gained throughout the course to their own working environment in a creative way, and to try to find competent solutions to the current problems of leadership in their organisations.</p>
Reading Strategy	<p>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.</p> <p>Students will be directed and expected to undertake essential reading throughout the module. However, depending upon specific topics addressed over the course of the module, students will be expected to undertake additional reading for themselves. A list of indicative textbooks is provided below but students are expected to recognise that these may be starting points only and that they should extend their reading as widely as is necessary to demonstrate a comprehensive knowledge.</p>
Indicative Reading List	<p>Core Text: Schedlitzki, D. and Edwards, G. (2014) <i>Studying Leadership: Traditional and Critical Approaches</i>, Sage.</p> <p>Bolden, R., Hawkins, B., Gosling, J. and Taylor, S. (2011), <i>Exploring Leadership: Individual, Organizational and Social Perspectives</i>, OUP</p> <p>Bryman, A., Collinson, D., Jackson, B., Uhl-Bien, M. and Grint, K. (2011), <i>The Sage Handbook of Leadership</i>, Sage</p> <p>Grint, K. (2010) <i>A very short introduction: Leadership</i>, Sage</p> <p>Jackson, B. and Parry, K. (2011), <i>A very short, fairly interesting and reasonably cheap book about studying leadership</i>, 2<sup>nd</sup> edition, Sage</p> <p>Western, S. (2008) <i>Leadership: A critical text</i>, Sage</p>

### Part 3: Assessment

Assessment Strategy	<p>Component A of the assessment is a critical reflection on the student's own learning and development process in relation to one chosen topic from the module.</p> <p>Component B of the summative assessment will require the student to work independently to identify a 'messy, complex' problem in their current or past organisation. The student needs to unpack and critically evaluate this problem in light of leadership, followership and/or leadership development processes and systems.</p>
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	Both components must include a selection of appropriate literature and the application of models/theories with examples to illustrate the argument. The structure must be clear and the argument must be clearly stated and coherent. Formative assessment will be carried out throughout the module by setting regular tasks for students that will assess their grasp of the material covered. Tasks will be reviewed as part of the sessions.		
Identify final assessment component and element		Component B	
% weighting between components A and B (Standard modules only)		A:	B:
		30%	70%
First Sit			
Component A (controlled conditions) Description of each element		Element weighting (as % of component)	
1. Personal reflection (1000 words)		100%	
Component B Description of each element		Element weighting (as % of component)	
1. Case Study Analysis (2500 words)		100%	
Resit (further attendance at taught classes is not required)			
Component A (controlled conditions) Description of each element		Element weighting (as % of component)	
1. Personal reflection (1000 words)		100%	
Component B Description of each element		Element weighting (as % of component)	
1. Case Study Analysis (2500 words)		100%	
If a student is permitted an <b>EXCEPTIONAL RETAKE</b> of the module the assessment will be that indicated by the Module Description at the time that retake commences.			