Module	Leadership and Management Development
Course code	MSCIB-LMD
Credits	5
Allocation of Marks	100% Continuous Assessment

Module Aims and Objectives

This module examines the role played by global leadership and management in organisations (commercial, public and voluntary) and in determining organisational culture. There are contested and competing views (both in theory and in practice) about both management and leadership: about what they are; and about how leadership affects management. The main purpose of the module is to encourage learners to critically examine global leadership and management models with which they are familiar, or of which they have had experience; to gain knowledge and understanding of new international models; to consider how they might modify their own current or future leadership and management behaviours; and to recognise the importance of continuous development in global leadership and management roles. Learners undertaking this module typically come from a wide variety of international backgrounds and the cross-cultural fertilisation that this makes possible is hugely beneficial.

Minimum Intended Module Learning Outcomes

On successful completion of this module the learner will be able to:

MLO1   Critically explore and interrogate prominent leadership theories and apply these theories in the course of addressing a variety of organisational issues and problems.

MLO2   Critically evaluate the significance of the role played by organisational culture and recognise the wide range of leadership and management models and behaviour in place globally.

MLO3   Reflect purposefully and critically upon their own skills and limitations as leaders and managers, evidenced by their performance in working with groups.

MLO4   Analyse the power of politics, authority and empowerment play in organisations; how leaders and managers employ these concepts in practice; and how learners can employ them in their current and future roles.

MLO5   Formulate strategies within the limits, contradictions and emerging issues related to leadership and management.

Module Content, Organisation and Structure

Part A: Personal Leadership Styles and Development
The Management School

- Personal views on management and leadership
- What is management?
- What is a manager?
- What is leadership?
- What is a leader?
- Qualities and characteristics associated with leadership
- The importance of management and leadership development
- Knowledge, skills and abilities needed by managers and those additionally required by leader

The Environmental School
- Theories about the origins of leadership
- Are leadership qualities innate - nature v nurture?
- Physical traits of leaders
- Mental traits of leaders
- Personality types and their effect on leadership
- Behavioural styles and the need for a situational and contingent approach to management by leaders
- How gender, charisma, status and other factors affect leadership
- Distributed leadership
- Global leadership - universal and culturally specific aspects of leadership and management

The Learning School
- Women and Leadership, Distributed Leadership, 'Getting to Denmark'
- Learning Theories, Styles - Katz, Mumford, Kolb, Honey and Mumford
- Leadership and management development in a case study organisation
- The importance and role of work-based activity in development
- Work based learning and experiential learning
- The Learning Organisation

The Intelligence School
- The role intelligence plays in management development and leadership
- Cognitive intelligence and the emergence of IQ and other tests to measure general intelligence in the 20th century
- Alternative theories of intelligence including multiple intelligence and emotional intelligence
- Development of intelligence and emotional management in a case study organisation
- **Group Activity** - preliminary discussion on the case study in small groups

Authentic Leadership and Vision
- The role of vision, goals and objective setting in leadership
- The concept of authentic leadership and emerging models of development
- Resilience in leadership - Shackleton, Mandela, Jade Hameister, Sam Berns
- Vision, mission, values and goals and their importance for leadership

Workshop: Assignment Preparation Workshop
- Review activities introduced in Lectures 1 – 5
- Relate theoretical concepts to practice
- Apply the Katz skills and Kolb reflective learning models
- **Group activity** - assess the case study organisation from leadership knowledge, skills and abilities perspectives and report back

Power and Politics in Organisations
- The role of politics, power and authority in organisations
- Organisational Behaviour
- How leaders and managers use and misuse power
- Influence as a key ability of leaders
- Negotiating Skills - managing 'up' and 'down', 'win-win', buying and selling
- The Cultural Web

Decision-Making in Organisations
- Approaches to decision making
- Rational-economic decision-making as a management skill
- Psychological and heuristic decision-making as alternative abilities
- Sociological decision-making and its relevance to leadership
- Bounded rationality, the 'cognitive miser'
- Bias and risk in decision making
- **Group Activity** - employing negotiating skills
- **Presentations -** learners will deliver their presentations in their groups and be peer assessed.

Motivation and Teamwork and the role of leadership
- Theories of motivation
- Functional leadership
- McClelland's TAT and 'Need to Achieve' Theory
- Process Theories
- LMX Theory
- Coaching Mentoring
- **Group activity** - analyse team roles played by group members

Networking and Creativity for Leaders and Managers
- Approaches to networking
- Stakeholder Management
- Theoretical bases of creativity
- Creativity skills in management and leadership
- Creativity and organisational change

Reading lists and other Information Resources

Core Reading

Northouse, P. G. (2018) *Leadership: Theory and Practice*. London: SAGE Publications

Additional

Cyert, R. M. and March, J. G. (2013) *A Behavioral Theory of the Firm*. Mansfield Centre: Martino Fine Books.

Drucker, P. F. (2008) *The Five Most Important Questions You Will Ever Ask About Your Organization*. John Wiley & Sons.

Eagly, A. H. and Carli, L. L. (2007) *Through the Labyrinth: The Truth About How Women Become Leaders*. Boston: Harvard Business Review Press.

Gardner, H. E. (2006) *Multiple Intelligences: New Horizons in Theory and Practice*. New York: Basic Books.

Hofstede, G. (1994) *Cultures And Organisations: Software of the Mind*. London: Profile Books.

Jung, C. G. (1997) 'Psychological types', in Laszlo, V. D. (ed.) *Basic Writings of Jung*. Louisville: Random House Inc.