

DIGITAL LEADERSHIP SYLLABUS

AIM

In the era of knowledge, globalisation and digital transformation, the Digital Leadership course, part of the Digital Leadership programme, aims to develop students' critical appreciation of leadership theory in the digital age. Sustainable and adaptive leadership in addition to leadership/followership effectiveness mark the two main pillars of the digital leader and follower. The role of leadership in driving digital changes in the real world also includes knowledge about technology tools and how to apply them in social and cultural contexts.

SYNOPSIS

The course, which is divided into seven modules, critically examines the concept of digital leadership and how it differs from traditional leadership. Sustainable and adaptive leadership and leadership/followership effectiveness are extensively discussed which lead to the development of what we call 'the sustainable and adaptive leadership/followership model'. The model is based on leadership/followership effectiveness and cultural intelligence - as a competency of effective leaders/followers. Embedded within the model is the culture of innovation and entrepreneurship which represent the building blocks of digital transformation in organisations. Both theory and practice are reciprocally illustrated and elaborated on throughout the course modules to provide opportunities for students to reflect on real-life leadership issues in global settings.

Before introducing the approach to sustainable and adaptive leadership, Module 1 presents the definition and theories behind digital leadership, and whether or not it is different from traditional leadership. New concepts taken from the digital age are discussed. Module 1 also discusses the concept of organisational ambidexterity to prove the need for both digital alignment and adaptability at all levels in addition to innovation exploitation and exploration.

In Modules 2, 3 and 4, we present our novel approach to digital leadership with hands-on tactics, techniques and sets of characteristics or behaviours that equip students at all levels in the organisation to lead successfully, as leadership is required at all levels. The course presents future concepts of leadership where humans and technology collaborate for the best of value creation and revenue generation.

Module 5 elaborates on the link between digital leadership and organisational strategy. Different strategies that digital leaders can harness to become successful including organisational ambidexterity, digital dexterity, digital project management, managing virtual teams, and more.

In Module 6 we tackle the effect of digital leadership on creating what is called 'the learning organisation' where knowledge management and innovation are presented. Finally, in Module 7, students will be exposed to the role of leadership in organisational re-design, leading digital initiatives, entrepreneurship, developing innovation culture within the organisations and adapting policies and procedures to the new organisational set-up.

LEARNING OUTCOMES

On completion of this course students will be able to:

- Demonstrate an integrated awareness of how to lead in the digital age, or in the knowledge era. The aspect of linking leadership to globalisation is discussed and linked to business practice.
- Develop sustainable, adaptive, effective, dynamic and culturally intelligent leadership competencies through the utilisation of novel yet applicable approaches necessary to become effective digital leaders and for leading in cross-cultural environments.
- Understand the concept of adaptability, agility and mobility in driving digital changes within the organisational settings.
- Understand the role of effective leadership/followership in driving organisational digital strategy.
- Understand how to transform traditional organisations into the new 'learning or intelligent organisation' model.
- Critically evaluate complex ideas, concepts and issues relating to future leadership where technology and humans work in collaboration.

- Develop practical, ethically-informed leadership skills that can be applied in the digital space such as platforms.

STRUCTURE

The course is broken down into 7 learning modules as follows:

Module 1: Introduction to digital leadership

The aim of this module is to introduce the concept of digital leadership and to explore the ongoing debate around what we understand digital leadership to be, and what leadership does in organisations.

At the end of this module students will be able to:

- Understand the similarities and differences between leadership and digital leadership
- Explain the development of leadership theory and practice over time.
- Describe how global leadership is becoming the signature of today's organisations.

Topics covered are as follows.

- Definition of digital leadership and whether or not it is different from traditional leadership.
- How to include the digital aspect in the organisational DNA.
- Effectiveness and adaptability.
- Leadership and globalisation.
- Leading in the digital era.

Module 2: Perceived Leadership Effectiveness / Ineffectiveness

The aim of this module is to explore an often-neglected aspect of leadership which is effectiveness. Moreover, it provides a new dimension to the topic by illustrating leadership ineffectiveness which is rarely considered in leadership studies.

At the end of this module students will be able to:

- Understand why perceived leadership effectiveness is important
- Explain Hamlin's generic model for leadership effectiveness and ineffectiveness
- Demonstrate how effective leadership has evolved after Hamlin foundation model.

Topics covered are as follows:

- Taxonomy of positive (effective) vs negative (ineffective) leadership behaviours.
- How can leadership behaviours be generalised and used anywhere and anytime?

Module 3: Cultural Intelligence, a Competency of Effective Leaders

The aim of this module is to understand cultural intelligence (CQ) and its four main dimensions. Culture, as the main component of CQ, will be thoroughly discussed in order to understand what culture is and what it is not.

At the end of this module students will be able to:

- Explain what cultural intelligence (CQ) is.
- Understand and apply cultural intelligence dimensions .
- Describe malleability and nobleness within CQ.
- Critically examine CQ and leadership effectiveness.

Topics covered are as follows:

- Evolution of CQ's dimensions over time
- Challenges and critique of CQ
- Considering culture within cultural intelligence
- The Douglasian Cultural Framework (DCF) and the difference between DCF and national culture

Module 4: The Sustainable and Adaptive Leadership Model

The aim of this module is to articulate the link between cultural intelligence, the Douglasian Cultural Framework and Hamlin's model for leadership effectiveness and ineffectiveness. It provides a novel and practical approach to organisations and individuals to utilise in the real world.

At the end of this module students will be able to:

- Critically examine the dynamic approach to leadership. Integration of the components.
- Understand what cultural hybridity is and how to apply it / interpret it in real world

Topics covered are as follows:

- Intelligent dynamicity and change mechanism.
- The emerging behavioral patterns (positive and negative, or effective and ineffective) from the sustainable and adaptive leadership model
- Application of the sustainable and adaptive leadership model in intelligent platform dynamics

Module 5: Strategies for digital leadership:

The aim of this module is to explore various strategic alternatives that can be used by organisations to move partially or totally into the digital space. At the end of this module students will be able to:

- Understand the link between digital leadership and digital strategies
- Explain how organisational ambidexterity can help to boost digital leadership.
- Understand how to manage digital projects.

Topics covered are as follows:

- Organisational ambidexterity
- Digital dexterity

- Project management
- Digital project management
- BIM and GIS
- Managing virtual teams during crises

Module 6: Leading knowledge and innovation management

The aim of this module is to reflect on one important impact of digital leadership which is the development of the 'learning organisation'. The intelligent dynamicity described in previous module will be employed to enforce the intelligence in the cognitive and metacognitive dimensions of the organisation. Looking beyond best practices, we will learn how innovation leads to forming practices that fit organisations' transformation for the future, i.e. disrupting the status-quo and current processes and create new processes that facilitate digital transformation.

At the end of this module students will be able to:

- Understand the role of knowledge management in linking all organisational functions.
- Explain how to effectively build communities of practice within the organisation.
- Examine how putting innovation at the forefront of the organisational activities can lead to success.

Topics covered are as follows:

- Building the learning organisation
- Disrupting normal processes
- Fusing innovation and technology into services and products
- Leading innovation in an organisational environment
- Establishing the digital academy.

Module 7: Organisational structure in the digital age

The aim of this module is to examine the role of leadership in changing the way organisations work. The outcome is to create a new Way of Work (WoW) that accommodates the new move to the digital space. At the end of this module students will be able to:

- Understand why digital transformation needs new leadership thinking and skills
- Discover how the roles of CIO and CDO in leading digital transformation
- Develop skills required to lead changes ethically within organisations.

Topics covered are as follows:

- New digital related roles
- Policies that suit digital transformation
- Leading digital initiatives
- Creating a culture of innovation and design thinking
- Leading the change - challenges and solutions
- Ethics in the digital age: Ethics in business and technology platforms
- Inspiration from digital leaders

Assessment

The course is assessed by final examination, accounting for 100% of the overall mark.

At the examination, you will be required to answer all three questions presented in the paper. Each question will carry equal marks and will be marked out of 100%. Then your overall mark will be calculated by taking an average of the three marks awarded on your paper.

Supporting textbook to be provided to students:

Salih, A. M. (2020). Cross-Cultural Leadership. Being Effective in an Era of Globalization, Digital Transformation and Disruptive Innovation (Routledge)