

H11LT LEADERSHIP THEORY AND PRACTICE SYLLABUS

AIM

The Leadership Theory and Practice course aims to develop in students a critical appreciation of leadership theory and the role of leadership in practice in a range of organisational, social and cultural contexts.

SYNOPSIS

The course critically examines the concept of leadership in organisations, explores major theoretical developments in how leadership is understood and provides opportunities for managers to reflect on real-life leadership issues.

The course is divided into eight modules. Having explored what we mean by 'leadership' in the first module, the course then considers key developments in leadership theories and how they apply to modern organisations. Leadership is enacted differently depending on the context, and the course hones in on some example settings for practice, including creative industries and projects, to explore alternative approaches to leading. The role of leadership in setting and shaping organisational strategy is also explored, and contemporary issues of gender, culture and ethics are discussed. The course ends by considering how leaders and leadership can be developed and provides insights into current trends and future directions.

LEARNING OUTCOMES

On completion of this course students will be able to:

- Demonstrate an integrated awareness of leadership theory and its link to business practice
- Propose appropriate leadership styles and approaches through evaluation of dynamic leadership situations and contexts
- Develop a critical understanding of how different cultural and structural contexts can impact the agents of leadership
- Understand the role of effective leadership in organisational strategy
- Apply diverse skills and approaches associated with leadership in a variety of organisational, social and cultural situations and contexts
- Critically evaluate complex ideas, concepts and issues relating to leadership
- Develop practical, ethically-informed leadership skills that can be applied in a range of situations

STRUCTURE

The course is broken down into 8 learning modules as follows:

- Introduction to leadership
 - Traditional and contingency leadership approaches
 - Modern theories of leadership
 - Post-heroic leadership
 - Leadership in contexts
 - Leadership, gender and culture
 - Leadership and ethics
 - Developing leadership
-

Module 1: Introduction to leadership

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

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

- Explore the challenges of defining leadership
- Debate the differences between leadership and management
- Understand the importance of leadership in organisations

Topics covered are as follows.

- How leaders motivate and influence others
 - Where is leadership?
 - Leadership and management
 - Defining leadership
-

Module 2: Traditional and Contingency leadership approaches

The aim of this module is to trace how our understanding of leadership has developed over time from the early view of leadership as the preserve of a 'great man' to the continual popularity of the perspective that leadership is a way of behaving that can be learned. It goes on to explore how leadership behaviour is contingent on factors such as the context, the goal to be achieved and the relationship between leader and follower.

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

- Explain the historical development of trait and behavioural leadership theories
- Critically examine the relevance of these theories for today's organisations
- Reflect on their own personality and behaviours in terms of leadership capabilities
- Describe four contingency theories of leadership
- Critically examine the relevance of these theories for today's organisations

Topics covered are as follows:

- Types of leadership

- Personality and trait theories
 - Behavioural and style theories
 - Situational leadership
-

Module 3: Modern approaches to leadership

The aim of this module is to examine influential theories that remain dominant today.

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

- Describe modern leadership theories
- Critically examine the relevance of these theories for today's organisations
- Apply understanding of leadership theories to a real-life case study

Topics covered are as follows:

- Transactional leadership and Transformational leadership
 - Servant leadership
 - Charismatic leadership
 - Authentic leadership
-

Module 4: Post-heroic leadership

The aim of this module is to challenge the mainstream view that leadership resides in an individual and to explore different ways of thinking about leadership as a collective activity, as relational, as process and as practice.

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

- Critically examine the concept of the heroic leader
- Describe alternative perspectives on leadership
- Reflexively consider their understanding of what leadership is and does in organisations

Topics covered are as follows:

- Challenging the notion of heroic leaders
 - Collective approaches to leadership
 - Leadership as a process
 - Leadership as practice
-

Module 5: Leadership contexts

The aim of this module is to examine how the practice of leadership differs depending on the leadership context. The module starts by considering how leadership contributes to strategic success before considering two contrasting contexts in which leadership might be particularly challenging, leading in creative industries and leading projects.

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

- Explain the criticality of leadership in delivering strategy

- Describe the leadership challenges faced in differing contexts
- Debate the view that there is 'one right way to lead'

Topics covered are as follows:

- The relationship between leadership and strategy
 - Entrepreneurial leadership
 - Leadership in creative industries
 - Project leadership
-

Module 6: Leadership, gender and culture

The aim of this module is to examine some current debates on the demographics of leadership. It also explores the need for cognizance of diversity in organisations.

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

- Critically discuss contemporary approaches to understanding how gender can impact leadership
- Analyse views on gender and leadership
- Debate approaches to leadership in different cultural contexts

Topics covered are as follows:

- Leadership style and gender
 - Leadership and diversity
 - Cultural influences on leadership
-

Module 7: Leadership and ethics

The aim of this module is to examine some current debates on ethics and leadership that take a more critical view of leadership and question the implicit 'goodness' of the concept.

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

- Understand the concepts of ethics and ethical relativism
- Explore ideas around ethical and toxic leadership
- Relate critical thinking in ethics and leadership in different contexts

Topics covered are as follows:

- Leadership and ethics
 - Ethical relativism
 - Ethics and business
-

Module 8: Developing leadership

The aim of this module is to consider how different conceptions of leadership affect how leadership can be effectively developed in organisations and to explore current trends in both leader and leadership development.

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

- Explain the difference between developing leaders and developing leadership
- Critique different approaches to leadership development
- Reflect on their own development as leaders

Topics covered are as follows:

- History of leadership development
- Developing leaders
- Limitations of leader development
- Developing leadership
- Being a 21st century leader

Assessment

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

The paper is in two sections:

- | | | |
|-----|--|-------|
| I. | One mandatory question on reflections of a leader, selected by the student, linking theory to their practice | 33.3% |
| II. | Two questions from a selection on any of the topics covered in the course | 66.6% |