ES91K-10 Leadership and Excellence

21/22

Department
> WMG

Level
> Taught Postgraduate Level

Module leader
> Paul Roberts

Credit value
> 10

Module duration
> 2 weeks

Assessment
> Multiple

Study location
> University of Warwick main campus, Coventry

Description

Introductory description

This module shows how leaders develop, facilitate and manage the achievement of the mission and vision via a clear stakeholder focused strategy, supported by relevant policies, objectives, targets and plans implemented through appropriate actions and behaviours that conform to developed values required for long term success, thereby ensuring that the organization's management system is developed and implemented.

[Module web page](#)

Module aims

Students will learn about leadership and develop their leadership skills by working in teams carrying out mini-projects and taking part in simulations. The intention is that students learn by doing; learning unconsciously by working with colleagues in teams, learning through reviewing what worked and what did not work, developing their skills through practice in a safe learning environment.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

- Defining leadership.
- Theories of leadership from management and psychological perspectives.
- Strategic direction setting.
- Development of vision, mission and values for an organization and their links to strategy.
- Policy deployment.
- Management ethics and corporate social responsibility.
- Performance management.

Learning outcomes

By the end of the module, students should be able to:

- Analyse an organizational situation to identify areas for improvement of leadership.
- Select and propose how to apply one or more leadership theories to improve the quality of leadership in the organizational situation analysed in part one of this assignment.

Indicative reading list

Akao, Y. (1991). Hoshin Kanri: policy deployment for successful TQM. Portland, Or: Productivity Press

DuBrin, A. J. (2016). Leadership: research findings, practice, and skills. Boston, MA: Cengage Learning

Smith, C & Lenssen, G. (2009). Mainstreaming corporate responsibility. Hoboken, N. J.: Wiley

[View reading list on Talis Aspire](#)

Research element

Reviewing the literature to identify appropriate leadership theories and approaches to support organizational performance.

International

Students will experience leadership and followership in the context of working with colleagues from different nationalities, thereby appreciating cultural differences.

Subject specific skills

Understand how leaders develop the vision, mission and values, ensuring that the organization's management system is developed, implemented and continuously improved, Understand the need for leaders' involvement with customers, partners and representatives of society, Understand how leaders motivate, support and recognise the organization's people, Understand how policy and strategy are based on the present and future needs and expectations of stakeholders, Understand how policy and strategy are developed, reviewed and updated, Understand how policy and strategy are deployed through a framework of key processes and are communicated and implemented.

Transferable skills

Communication, critical thinking, working with others, problem solving, information literacy, numeracy, digital literacy, ethical values, intercultural awareness, professionalism, organizational awareness

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Study

Study time

Type	Required
Lectures	2 sessions of 1 hour 30 minutes (3%)
Seminars	2 sessions of 1 hour 30 minutes (3%)
Supervised practical classes	14 sessions of 1 hour 30 minutes (21%)
Other activity	7 hours 30 minutes (7%)
Private study	25 hours 30 minutes (25%)
Assessment	40 hours (40%)
Total	100 hours

Private study description

Team and individual study on the mini-projects set by tutor.

Other activity description

Student mini-project presentations

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A2

	Weighting	Study time
Assessed work as specified by department	100%	40 hours

Post Module Assignment that enables students to demonstrate achievement of the learning

	Weighting	Study time

objectives.

Assessment group R

	Weighting	Study time
Assessed work as specified by department	100%	

Resubmission assignment that enables students to demonstrate achievement of the learning objectives.

Feedback on assessment

Written and annotated scripts and face-to-face if requested.

Availability

Courses

This module is Core for:

- Year 1 of TESS-H10Z Postgraduate Taught Management for Business Excellence

This module is Core option list A for:

- Year 1 of TWMS-H7BG Postgraduate Supply Chain and Logistics Management (awarded jointly with Hong Kong Polytechnic University)
- Year 1 of TESS-H7PE Postgraduate Taught Supply Chain and Logistics Management (Overseas and Self-Financing)

This module is Core option list B for:

- Year 1 of TESS-H1PT Postgraduate Taught Engineering Business Management (Awarded Jointly with Hong Kong Polytechnic Uni)

This module is Option list A for:

- Year 1 of TESS-H1PU Postgraduate Taught International Technology Management
- Year 1 of TESA-H7PD Postgraduate Taught Supply Chain and Logistics Management (Home Fees)

This module is Option list B for:

- Year 1 of TESS-H1P2 Postgraduate Award in Engineering Business Management
- Year 1 of TESS-H6C3 Postgraduate Taught Cyber Security and Management
- Year 1 of TESA-H1P7 Postgraduate Taught Engineering Business Management

- Year 1 of TESS-H1P1 Postgraduate Taught Engineering Business Management
- Year 1 of TESS-H1P3 Postgraduate Taught Engineering Business Management (Hong Kong) Warwick Award