

WM9K8-15 Leadership and Excellence

22/23

Department

WMG

Level

Taught Postgraduate Level

Module leader

Paul Roberts

Credit value

15

Module duration

2 weeks

Assessment

100% coursework

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 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.
- Critically evaluate the leadership and followership of self and others
- Reflect on learning

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 and personal 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

Study

Study time

Type	Required
Lectures	2 sessions of 1 hour 30 minutes (2%)
Seminars	2 sessions of 1 hour 30 minutes (2%)
Supervised practical classes	14 sessions of 1 hour 30 minutes (14%)
Other activity	7 hours 30 minutes (5%)
Private study	25 hours 30 minutes (17%)
Assessment	90 hours (60%)
Total	150 hours

Private study description

Team and individual study on the mini-projects set by tutor.
Critical evaluation of experiences of leadership/followership.
Reflection on learning.

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 A

	Weighting	Study time
Assessed work as specified by department Post Module Assignment that enables students to demonstrate achievement of the learning objectives.	50%	40 hours
Critical review of leadership and followership experiences Written evaluation of experience against appropriate theories	35%	30 hours
Reflection on module learning Reflection on learning during the module and the post module assignments	15%	20 hours

Feedback on assessment

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

Availability

Courses

This module is Core for:

- TWMS-HiS3