WM9K5-15 Leadership

23/24

Department
> WMG

Level
> Taught Postgraduate Level

Module leader
> Bhagavathy Ramachandran

Credit value
> 15

Module duration
> 1 week

Assessment
> Multiple

Study location
> University of Warwick main campus, Coventry

Description

Introductory description

The module is highly participative and will deal with theory, process and practice of the art of personal leadership. Participants will be involved in a structured process of examining their leadership style and effectiveness through critical reflexivity and putting into action their plans for improvement. The theory and process of leadership will be dealt with in as experiential a way as possible. This module will give students an opportunity to embrace cultural transformation and change, be more innovative and agile as well as tap into their inner passion which will be required of every leader in the future!

Module aims

The Leadership module is geared for the innovative leaders of the future who need to combine their technical skills with creative approaches to find solutions for the challenging and exciting times that we find ourselves in. The aim of this module is to equip the participants with the knowledge and confidence to make effective leadership interventions and to be aware of the impact of these interventions in wider organisational settings. A core part of the learning is in modelling and practicing appropriate leadership behaviours.

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.

Leadership Theory Progression,
Sense making, Reflective Practice and Feedback,
Action Centred Leadership,
Followership,
Power, Politics and Influence,
Authentic Leadership,
Vision and Values,
Situational Leadership,
Dialogue,
Dreyfus Development Ladder,
Ethics,
Transformational Leadership,
International Leadership perspectives shaped by culture,
The Philosophy of Leadership,
Leadership Representation (Leadership as Art).

Learning outcomes

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

- Identify, interpret and critically analyse a range of leadership perspectives and theories
- Evaluate the practice of reflection, feedback (giving and receiving) and reflexivity in leadership development.
- Evaluate the complexities of diversity and situation in leadership and followership
- Test, justify and develop their own authentic leadership style
- Reflect on and critically evaluate their personal learning during and after the module
- Initiate the development of a sustainable personal leadership practice

Indicative reading list

Carroll, Ford and Taylor. (2019). Leadership. Sage.

Northouse, P.G. (2019). Introduction to leadership: Concepts and practice. SAGE.

Western, S. (2019). Leadership: A Critical Text. SAGE Publications Limited.

Bassot, B. (2016) The reflective journal. Macmillan International Higher Education.

Adair, J.E. (2007). Develop your leadership skills (Vol. 11). Kogan Page Publishers.

Bennis, W.G. (2009). On becoming a leader. Basic Books.

Davis, C. J. (Editor) (2017) Servant Leadership and Followership. Examining the impact on workplace behavior. Palgrave Macmillan.

Goffee, R. and Jones, G. (2015). Why should anyone be led by You? With a new preface by the Authors: What it takes to be an authentic leader. Harvard Business Review Press.

Reynolds, A., Goddard, J., Houlder, D. and Lewis, D., 2019. What Philosophy Can Teach You about Being a Better Leader. Kogan Page Publishers.

Western, S. and Garcia, É.J., 2018. Global leadership perspectives: Insights and analysis. Sage.

Subject specific skills

Self-knowledge, leadership behaviour, reflective practice, influence and persuasion, dialogue, critical evaluation, creative expression, managing change and creating culture, innovative, agile

Transferable skills

Self-awareness, Intercultural awareness, Organisational awareness, Communication, Teamwork, Critical thinking, Ethical values, Sustainability, Problem solving, Information literacy

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Study

Study time

Type	Required
Lectures	10 sessions of 1 hour (7%)
Seminars	17 sessions of 1 hour (11%)
Tutorials	1 session of 1 hour (1%)
Online learning (scheduled sessions)	1 session of 1 hour (1%)
Online learning (independent)	3 sessions of 1 hour (2%)
Private study	70 hours (47%)
Assessment	48 hours (32%)
Total	150 hours

Private study description

completing pre-work based on previous personal experiences, reading academic articles, applying learning from these and the module and maintaining a reflective/reflexive journal over a 4 week period (leading to the submission of the PMA)

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
Reflective essay and Art	100%	48 hours

This module uses multiple formative assessments primarily resulting from reflective practice including self, peer and tutor assessments on some of the in-module exercises. The formative assessment will result in an indicative score that will be shared with the students. It will demonstrate how well the student is able to meet the learning outcomes of the module. This will be shared with students during the preparatory window of the PMA in order to assist the student to focus better on certain areas that the student will most benefit from.

The summative assessment comprises of an essay, an art-piece and a Viva that is worth 100%: Over a 4-week period following the module, students will be required to keep a reflective/reflexive journal which is the birthing cradle of the PMA, which comprises of 3 parts. In part (A), students will explore the key significant learning from the entries in their journal and unpack them further expressing their understanding of their personal leader-follower identity. This will be approximately 700 words. In Part (B), the students will produce a creative piece of art that captures their leader-follower identity. The art will not be assessed per se. In Part (C), the students will express how Parts (A) and (B) marry up i.e. how does the art-piece express their authentic identity. This will be approximately 500 words. Following submission of the PMA, the students will attend a 30minutes Viva with a tutor to discuss their ideas further.

All assessments will be second marked, moderated and fully documented for audit purposes

Assessment group R

	Weighting	Study time
reflexivity demonstrated as an essay and art-piece	100%	

Student to maintain reflective journal for the period of the resubmission period, explore identity of self as leader/follower in that period to write the essay; an art-piece is to be produced alongside the essay and a link to the art-piece left in the essay; Please note - the journal itself will not be assessed but it is from the journal that the student will obtain content to unpack further in the PMA. The journal entries will be done new to this resubmission period. Also, the art-piece should be newly created for the resubmission.

During the preparatory window for the resubmission, the student will be invited for a 15minute support session with the module tutor to clarify any doubts that the student may have. If an initial submission has been made and the student did not obtain pass marks to address specific learning outcomes, the student will be advised during this meeting with the tutor on how that gap can be addressed and how to improve the quality of the resubmission piece.

Feedback on assessment

The students will receive formative feedback with an indicative score for the work they would have

undertaken during the course of the teaching week. This will be shared with the students 10 days from the time of the completion of the module. This will enable students to further critically reflect on the feedback received before they come to meet the tutor for the seminar support session. The PMA marks and feedback are provided in line with University guidelines. The Viva is conducted before release of the PMA marks and the scores are included in the final Assessment Report (in line with University guidelines).

Availability

There is currently no information about the courses for which this module is core or optional.