Module Specification

Key Information

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Module title	Successful Leadership		
Level	7	Credit value	15
Lead College	QMUL	Notional study hours and duration of course	150
Module lead author/ Subject matter expert	Professor Dr Martha-Marie Kleinhans		
Module co-author(s)	None		
Notice to students	None		

Rationale for the module

This module prepares students for strategic leadership and transformational roles in organisations. The role of a manager requires organising, controlling, planning and motivating others to perform the work of the organisation. The module contributes to the programme as it examines a variety of literature (including: articles, cases, novels, illustrations, and discussion) to develop student appreciation of the breadth of leadership. In preparing students for strategic leadership, this module helps students identify and analyse their personal leadership styles and critically evaluate these, and is designed to help students develop and hone their personal leadership philosophies.

This module explores leadership as a relational and global phenomenon and describes, contrasts, and explains a variety of leadership theories. The module also explores the relevance and significance of current ideas concerning leadership and how they fit with organisations alongside contemporary expectations of people in organisations. Theoretical approaches will be supplemented by empirical evidence on leadership, leadership in practice and the links between these and organisational performance. The module will also explore applications in real-world contexts based on case studies.

Aims of the module

This module introduces students to key theories of and ideas about leadership and explores their practical application in different organisational contexts. Through a personal engagement in reflection, students will link theory to real-world engagements with global leadership concepts and concerns. Working through issues of cross-cultural communication and ethical decision-making, students will tackle common issues with which global leaders are confronted on a regular basis and work through their pitfalls and possibilities.

Topics covered in this module:

1. Introduction to Leadership;
2. Leadership Styles;
3. Leadership Environments;
4. Developing Networks;
5. Developing Leaders;
6. Diversity and Leadership: Cross-Cultural Challenges;
7. Communication and Leadership Failures;
8. Leaders Taking Charge;
9. Leadership & Ethics; and,
10. Leadership & Change.

The topics covered may be revised to ensure currency and relevance. Students will be advised of any changes in advance of their study.

Learning outcomes for the module

A. Knowledge, Understanding and Cognitive Skills

At the end of this module learners should be able to:

1. Describe and assess key theories of leadership
2. Articulate how leadership theories and practices play out in organisations
3. Critically evaluate the strengths and weaknesses of different approaches to leadership in a variety of organizational settings
4. Assess and manage resolution of problems arising from different leadership styles in particular organisational contexts.
5. Discuss how organisations are transformed through strategic leadership
6. Assess, with justification, own leadership style and critically analyze the challenges that own leadership style presents in their organizational setting
7. Reflect on leadership style in own practice, with justification of his/her reflective process.

B. Practical, Professional and Key Skills

At the end of this module learners will have developed:

1. Autonomy in study and use of resources for learning, including making professional use of others (students and tutors) in support of self-directed learning
2. Time management skills (including writing in a time constrained setting)
3. Critical and analytical skills with regard to the idea and application of concepts concerning leadership challenges
4. Effective communication (in a variety of styles/formats, including professional presentation of research as well as self-reflection)
5. Information and digital literacy skills
6. Critical self-reflection of own leadership style and approach
7. Research skills in the area of leadership

Learning and Teaching Strategy and Methods

In addition to the core principles of the learning & teaching strategy and methods for this programme provided in the Programme Specification, Regulations and programme induction, the learning resources for this module are designed by a team supporting the module author with instructional design, learning technology and project management skills.

All students receive comprehensive learning materials in a variety of e-formats for use with different electronic devices. Online learning activities and formative assessments are a key feature of this framework and are linked to the online materials with a Student Progress Log illustrating the level of progress against learning outcomes and syllabus progress. Students can see their skills development through a 'Skills Portfolio', which evolves through the student's completion of formative and summative assessment.

Students will demonstrate their learning through a variety of activities. Moderated peer group exercises will help students demonstrate achievement of learning objectives from conceptual understanding to critical analysis. Students will demonstrate critical analysis skills through participation in discussions to review business models with which they were familiar and others of which they were unaware. Module tutors and programme Student Relationship Managers will be a useful resource for students looking for support with their online discussion and engagement.

Self-assessment exercises will provide students with the opportunity to gauge their learning against topic and module learning objectives as well as against confidence level in their own understanding. This will allow students to identify which content areas require further work on their part.

Learning materials are divided into topics of 10-12 hours of student effort to support student's time management and motivation for study. The learning content is a mixture of video, text, learning activities and formative assessments, with allocated time for preparation, revision and review relating to each item of summative assessment.

Assessment strategy, assessment methods

Pass Mark
The pass mark is 50% for each element of assessment.

Assessment Elements
1. Coursework (30% weighting)
There is one item of coursework for this module which contributes to the final assessment mark for this module:
Coursework: a short research essay of 2,500 words in length (maximum) (deadline - weeks 9-12)
The coursework is designed to check student progress, extend and reinforce concepts covered and also test individual performance.

2. Leadership Portfolio (70% weighting)
The final piece of assessment will be a portfolio (created online) in accordance with requirements provided throughout the module. Students will be asked to complete a series of online exercises as part of their study on this module. These exercises will be compiled within the final portfolio submitted for assessment. A typical portfolio will be around 6,000 words in length, although the word length may vary depending on the content of each of the exercises.

Learning resources

Learning materials

Learning activities and formative assessments for this module are designed and developed by the Lead Author/Module Leader and incorporate the following:

- Short videos
- Learning activities (including discussion forum activities)
- Formative assessments (multiple-choice and True/False quizzes, short answer self-assessments, case study work and matching exercises as well as online portfolio work)
- Learning content

E-resources

All students can access to the e-resources of the University of London which includes a wide range of business and management journals. Students will be directed to journals within each topic of study and given online resources to enhance their information literacy skills as part of the student induction.

Core text(s)

There are two core texts for this module.

Nahavandi, A. *The art and science of leadership*. (Harlow: Pearson, 2014) 7th edition. Chapter 10 Developing leaders.

Yukl, G. *Leadership in organizations*. (Harlow: Pearson, 2013) 8th edition. Chapter 15 Leadership development.

Other references

A variety of references will be provided in the learning materials for students to explore or seek out (in the case of materials in the e-resource collection of the University of London or generally-available public content online).