

Module code	MGT712	Level	7
Module title	Leadership Development		
Status	Core		
Teaching Period	Spring		
Courses on which the module is taught	MA Management and Leadership		
Prerequisite modules	None		
Notional learning hours	200	Credit value	20
		ECTS Credits	10
Field trips?	<i>Optional where offered</i>		
Additional costs	N/A		
Content notes	N/A		

1. Module description

Debates concerning whether leaders are born or made continue to captivate business professionals, along with studying the journeys of those high-profile leaders who demonstrate such exemplars of leadership.

This module embraces both perspectives - exploring how many leadership traits and skills are innate, inherited, taught, learned, or acquired.

In addition to exploring how you can improve your leadership skills, this module also brings forward an added dimension: of helping you to discover and develop leadership skills in others. We argue that iconic leaders inspire and nurture future talent - in ways that create a strong culture of empowered excellence and legacy.

You will study various perspectives on leadership theory and practice. This will include assessing how leadership excellence is recognised, measured and rewarded. You will also study case examples of personal and organisational leadership that either conforms with or challenges convention - as a basis for reassessing whether orthodox or heterodox approaches can be as effective if switched within the same scenarios.

Finally, you will produce a body of practically focussed work designed to not only test your understanding, but also to provide you with a useful personal career roadmap.

2. Learning Outcomes

Upon successful completion of this module, you will be able to:

Collaboration (LO1)

lead and negotiate professional networks to solve challenges in complex leadership and ambiguous situations

Professional Development (LO3)

articulate a plan which encompasses opportunities for your continuing professional development in leadership

Discipline Knowledge (LO7)

critique and synthesise theories, concepts and facts at the forefront of tasks studied of leadership

Discipline Skills (LO8)

combine and employ advanced leadership-specific knowledge, techniques and tools for practical purposes

3. Learning and teaching methods, and reasonable adjustments

Learning hours			152
Directed learning			48
Workshops/ classes/ seminars/ lead events	Supervision	Studio time	Other
Guided/Self-guided learning			200

The learning and teaching methods for this module are based on a developmental and practical approach. The module will consist of micro- lectures discussing various topics on leadership as well as theory. You will participate in various practical activities each week such as completing psychometric leadership assessment tools, role-plays as well as take part in case studies, classroom debates, individual and group exercises, reflective practice and feedback loops. You could also have the opportunity to hear from guest speakers discussing the current leadership challenges and leadership approaches from differing roles and industries as well as simulations/workshops with external guest facilitators to support learning for the students. The external guest speakers and simulations will reinforce the knowledge you are building on the module as well as draw connections to real-world leaders and current challenges in leadership. The learning and teaching methods will present an abundance of opportunities for you to develop your leadership approach and skills. You will be provided with formative feedback from tutors throughout the course.

This module encourages active participation and practical application of leadership skills, ensuring that students leave with hands-on experience in leadership that can be applied in real-world scenarios.

4. Assessments and weighting, reasonable adjustment, and feedback methods

Assessment component 1: Portfolio, Weight (100%)

Word count or equivalent: Maximum of 5,000 words or equivalent.

You will build a portfolio (e.g. reflective journals, vlogs etc) from the knowledge and practical activities you participate in during the weekly classes. Use the learning from the weekly material learning, you will need to construct the portfolio such as leadership

experiences, personal growth and learning and you may want to use it as your professional development. You may have a vision of a particular leadership role and the use of the portfolio will support and shape how you may be able to work towards this role. This will include reflecting on where you see yourself now as a potential leader as well as how you may want to use the portfolio to apply it to your professional development.

Reasonable adjustments for the assessment will be confirmed with students that have a support plan in place.

Each summative assessment will be preceded by an opportunity for formative assessment accompanied by formative feedback.

Mapping of assessment tasks:

Assessment components	LO1	LO3	LO7	LO8
Assessment component 1	X	X	X	X

The above assessment components are summative. Students will have the opportunity for formative assessment and feedback before the summative assessment.

5. Indicative resources

Core reading is available on blackboard.

Dugan, J.P. (2024) Leadership theory: Cultivating Critical Perspectives, second edition, Jossey-Bass

Day, D.V (2024) Developing Leaders and Leadership: Principles, Practices and Processes, Palgrave Macmillan

Soomro, B.A., Saraih, U.N. and Ahmad, T.S.T. (2023), Personality traits and conflict management styles: building the relationship through leadership effectiveness, Vol. 52 No. 12, pp. 6251-6278

Bolden, R. & Gosling, J. & Hawkins, B. (2023) Exploring leadership: Individual, Organizational and societal perspectives, 2nd edition, Oxford

Sposato, M. (2024), Are leaders born or made? Asking the right question, Development and Learning in Organizations, Vol. 38 No. 3, pp. 1-3

Sitkin, S.B & Fischer, T. (2023) Leadership styles: A comprehensive assessment and way forward, Academy of Management, Vol. 17, No. 1

Oc, B. & Chintakananda, K. & Bashshur, M.R. & Day, D.V. (2023) The study of followers in leadership research: A systematic and critical review, The Leadership Quarterly, Volume 34, No. 1

The Leadership Quarterly
European Journal of Training and Development

International Journal of Organisational Analysis
Leadership and Organization Development Journal
Human Resource Development International
International Journal of Leadership
People Managing people podcast
The Economist Film Profiles (e.g. Elon Musk)
Journal of Leadership and Organizational studies
Journal of leadership studies