



UNIVERSITY
OF ABERDEEN

The Leadership Challenge BU5584 2014

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UNIVERSITY OF ABERDEEN BUSINESS SCHOOL

2014/2015

The Leadership Challenge BU5584 2014

This course provides an opportunity to explore and develop an understanding of your own leadership behaviour. Through seminars, group activities and discussions we investigate how personality, past experience, current situations and culture shape the way each of us behave in a leadership role. Using this information as a starting point we then explore how different leadership theories and approaches can be used as frameworks for developing a deeper understanding of leadership behaviour. You will also have an opportunity to try out a range of practical tools and techniques to assist you in the development of your own approach to leadership.

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I. Basic Course Information

Credit points: 15

Pre-requisite(s): None

Co-requisite(s): None

Note(s): None

II. Course Aims

The course aims are:

1. to provide you with the knowledge to understand what leadership is, why it is important and why different leadership perspectives have evolved over time.
2. to help you reflect on your own approach to leadership and provide you with a set of tools and techniques which can help you with future leadership challenges.

III. Main Learning Outcomes

By the end of the course, you should be able to:

- demonstrate an understanding of what leadership is and why it is important
- recognise, understand and appreciate the different leadership theories and approaches
- describe the strengths and weaknesses of these different theories and approaches
- understand why 'context' is an important component for shaping and understanding differing approaches to leadership
- evaluate your own leadership behaviour and recognise its impact on others
- apply a range of tools and techniques in support of addressing different leadership scenarios.

IV. Course Content

- Leadership behaviour
- The cultural and ethical dimension of leadership
- Leadership theory and practice
- Case studies in leadership practice
- What happens when leadership fails
- Leadership and change
- Leading in large and small organisations

V. Assessment and Feedback

Teaching

This course is part of the University of Aberdeen Business School's portfolio of postgraduate management courses. These courses are taught in intensive, 3-week blocks, rather than across the semester. The course is delivered through a series of activities including lectures, workshops, group projects and e-learning activities.

You will be expected to prepare for the lectures, tutorials and workshops through completing the preparatory materials. This will include reading of the textbook and the suggested readings, case study materials and any other preparatory exercises. During the week the teaching team will expect you to have completed the required preparatory work and be ready and willing to engage in the class activities and discussions.

Summative Assessment

The assessment for this course consists of two individual and one group based assessment.

Individual Assessment

The individual assessment comprises 70% of the total marks for the course and includes the following elements:

- An individual contribution to a case or work-based project examining the role of leadership in an organisational context (2000 words), comprising 40% of total course marks.
- A reflective review of the lessons learned about your leadership behaviour through participation in the leadership challenges presented during the course. This comprises 30% of the total course marks and includes two elements:
 - a reflective journal (2000 words or a 5min video/oral presentation) and
 - an evidence based professional statement about the your own leadership skills and competencies. This will be submitted as a 1 page CV style summary of competencies with evidence.

The reflective journal is worth 20% and the professional statement 10%.

Group Assessment

The group-work assessment comprises 30% of the total marks for the course.

The group-work explores the cross-cultural dimension to leadership and looks at how different cultures perceive leadership and translate these perceptions into practice. Working in multi-

cultural teams participants design develop and deliver a poster which reflects what they have learnt about the leadership culture associated with the respective geographies from which their fellow team members originate. The marks are awarded based on the content of the poster and its presentation, an accompanying abstract, the minutes of group meetings and team reflections on peer contributions.

Resit:

There is no resit opportunity for the group element. For the individual assessment any students who score below CAS 9 for any element of the individual assessment will be required to resit that element during the resit period.

Formative Assessment

This will take place via the workshop and tutorial discussions and through verbal feedback on your performance with the leadership tasks.

Feedback

Written feedback will be provided for your individual assignments and your group poster project.

The feedback templates for your assignments will be available on the MyAberdeen site for the course.

External Examiners

The external examiner for this postgraduate course is Dr Ian Robson, Dundee University Business School. *Students must not contact the external examiner directly and external examiners receiving any direct contact from students will report this back to the School.*

VI. Graduate Attributes

Graduate employability

This course will equip you with a range of analytical, problem solving and creative thinking skills

Academically Excellent

This course will provide you with the knowledge that will enable you to apply the theories behind leadership and decision making.

Critical Thinkers and Effective Communicators

This course will provide you with the opportunity to develop your problem solving and communication skills.

Open To Learning and Personal Development

This course will provide you with the opportunity to develop an awareness of your own leadership behaviour and help you identify areas for your own professional development.

Active Citizens

This course will raise your awareness about the role of Leadership in addressing the problems and challenges faced by organisations operating in today's global economy.

Subject Benchmarks

QAA General Business and Management (2007).

VII. Administration of the Course

Administration of this course is via [MyAberdeen](#). Announcements will be made using MyAberdeen. If we need to contact you personally, this will be via your university email address (make sure you check this regularly or set up email forwarding to an email address that you do check regularly) or to your term-time address (ensure you keep these details up to date via your student portal).

Course Coordinator

Dr Ian Heywood (i.heywood@abdn.ac.uk, Edward Wright Building, room S31)

Course Team

Dr Ian Heywood, i.heywood@abdn.ac.uk

Chris Matchan, chris@thecmp.co.uk (Executive Fellow)

Dr Zoe Morrison, zoemorrison@abdn.ac.uk

Russell Williams, russell.williams@abdn.ac.uk

VIII. Common School Policies

This course adheres to the common Business School policies set out below:

- Attendance Policy
- Lateness Policy

- Medical Certification Policy
- Academic Integrity Policy
- Common Assessment Scale
- Resit Policy
- Undergraduate Progression Policy
- Honours Entry Policy
- Postgraduate Progression Policy
- Undergraduate Degree Classification Policy
- Postgraduate Degree Classification Policy
- Class Representation Policy
- Co-Curriculum Policy
- Appeals Policy
- Support for Disabled Students
- Feedback Policy

These are available on the course [MyAberdeen](#) site - click on the course name, then "School Handbooks, Forms, Policies, Resources" and then "School Policies" or go directly to the [undergraduate](#) policies or [taught postgraduate](#) policies.

Students are asked to make themselves familiar with the information on key institutional policies which have been made available within MyAberdeen, and may be accessed via <https://abdn.blackboard.com/bbcswebdav/institution/Policies>

These policies are relevant to all students and will be useful to you throughout your studies. They contain important information and address issues such as what to do if you are absent, how to raise an appeal or a complaint and how seriously the University takes your feedback. These institutional policies should be read in conjunction with this course handbook, in which School specific policies are detailed. Further information can be found on the University's Infohub webpage or by visiting the Infohub. It is important that you make yourself familiar with the University's policies and procedures on the subjects covered.

IX. Further Details

Course Texts

The art of 'effective' leadership has been studied by many people, however, despite the extensive treatment of the topic, the definitive answer to the question 'What makes a good leader?' remains very subjective and is sensitive to context, situation, geography, culture and time period. As in any other important sub-disciplines in business management there is much debate and disagreement surrounding the field of study. There are also numerous books on the subject. For this course we recommend that as a minimum you should have access to the following book:

- Northouse Peter G. 2012 Leadership Theory and Practice, Sage, London.

There are several editions of this book available (the most recent being the 6th edition) – However, for your studies on this course older versions are acceptable, as the main leadership theories have changed little over time. The main exception to this is the concept of Authentic Leadership, which appears in the most recent additions. Several copies are available in the Library.

This book provides a very good overview of the theoretical dimension to leadership

If you are interested in a more practical book then you may wish to consult:

- Kets De Vries, M. 2006 *The Leadership Mystique: Leading Behaviour In the Human Enterprise*, 2nd Edition, Prentice Hall Financial Times

This book provides a practical look at understanding leadership behaviour and is especially good as a starting point for reflecting on your own leadership

If you enjoy learning about leadership through studying case studies then you might wish to consult either:

- Heywood, D.I. 2012 *Leadership and Decision Making* – Guided Reading, Pearson, London
- Rowe, G.W and Guerrero, L 2013 *Cases in Leadership*, 3rd Edition, Sage, London

Leadership and Decision Making (Heywood, 2012) is a collection of 6 articles, which have been chosen as a starting point for exploring leadership in practice.

Cases in Leadership (Rowe and Guerrero, 2013) Looks at the different theories and approaches that are commonly used to help us understand leadership behaviour and practice. The authors explore this topic by considering these theories from the perspective of 32 real-world leadership examples.

Copies of all the above books are available in the Heavy Demand section of the Library.

Block Teaching Programme

This course will be delivered over the three-week period commencing Monday the 19th January 2015.

Week 1 (19th – 23rd January 2015) – Preparation: During this week course participants are expected to complete a series of preparatory exercises and readings. Full detail of these can be found on MyAberdeen. For those students who are able to come to the campus during this week there will be two voluntary support sessions. The purpose of these sessions is to assist you with any questions you may have with regard to the preparatory tasks. Full details of the timing and location of these session can be found on MyAberdeen.

Week 2 (26th – 30th January 2015) – On Campus Workshop: During this week course participants are expected to participate in the on campus workshops for the course. These will run from 9am to 4pm each day. The themes for each day are as follows:

- Day 1 - The Everest Challenge – Understanding My Leadership
- Day 2 – Leadership and Culture
- Day 3 – Leadership Theory and Frameworks
- Day 4 – Leadership in Practice
- Day 5 – Tools and Techniques for Supporting Leadership

During the week you will be working in multi-cultural teams. These teams will be assigned based on cultural diversity and a personality profiling exercise (completed during week 1).

The group assignment is due for completion during this week.

A full schedule for week 2 is available on MyAberdeen.

Week 3 (2nd the 6th February 2015) – Assessment Week: During this week you will be expected to complete the individual assessments for the course. There will also be drop in sessions for any student requiring further guidance.

Full details of the timing and location of these sessions is available on MyAberdeen.

In course assessments - guidelines, submission procedures, deadlines

Details of these are available under the assessment tab on MyAberdeen.

1. Additional Reading and other materials

During the preparation week you will be guided to specific material to prepare in advance of the class. Details of where to find this material or copies of the material will be made available on MyAberdeen. This is the minimum reading you need to complete for this course. However, the course team will be looking for evidence of wider reading and research in your assignments. There is a vast wealth of material available on leadership and you should have no problem in tracking down additional sources of information.

Here are just a few to get you started!

1. Binney, G, Wilkie, G. and Williams, C. 2005 *Living Leadership: A Practical Guide for Ordinary Heroes*, Prentice Hall – Financial Times, London
2. Freedman, M. 2004 *The Art and Discipline of Strategic Leadership*, McGraw-Hill Professional, London
3. Gerzon, M. 2006 *Leading Through Conflict: How Successful Leaders Transform Differences into Opportunities*. Harvard Business School Press, Boston
4. Goleman, D. 2004 *Working with Emotional Intelligence*, updated edition, Bloomsbury, London

5. Goleman, D., Beyatzi, R. and McKee, A. 2003 *The New Leaders: Transforming the Art of Leadership*, 2nd edition. Time Warner, London
6. Grint, K. 2005 *Leadership: Limits and Possibilities*, Palgrave Macmillan, Basingstoke
7. Jackson, B. and Parry, K 2008 *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership*, London, Sage Publications
8. Leavy, B. and McKiernan, P. 2009 *Strategic Leadership, Governance and Renewal*, Palgrave Macmillan, Basingstoke
9. Nahavandi, A., 2011 *The Art and Science of Leadership: 6th international edition*, Pearson London
10. Yukl, G. 2009 *Leadership in Organisations*, 7th edition, Pearson, London

Referencing and Citing guidance can be found in the following area of the Student Learning Service website www.abdn.ac.uk/sls/plagiarism/.