

## MODULE DESCRIPTOR

<b>MODULE TITLE</b>	Leadership and Management		
<b>MODULE CODE</b>	MD4043 (L7)	<b>CREDIT VALUE</b>	20 / 10 ECTS
<b>SCHOOL</b>	SCHOOL OF BUSINESS AND MANAGEMENT		

### MODULE AIMS

The module is designed to enable students to critically appraise their own personal development needs (related to leadership and management) in order to enhance their individual potential via a set of experiential (experiential) development exercises. This module aims to introduce a range of critical theoretical perspectives to enable students to become critical, reflective and responsible practitioners.

### MODULE CONTENT

The first part of the module is directly related to the experiential development exercises, which allows students to test and explore their various skills and capabilities and will serve as a basis for their personal reflection. Learning from experience will form an important part of the module as it contributes to enhancing students cognitive, deliberative and collaborative skills. Students will be introduced to the interdisciplinary and holistic approaches to assist them with the process of reflection on their experience. Selected aspects of theories of personality/ self awareness and self image will be introduced to enable students to engage in a meaningful self reflection. Students will be presented with knowledge and skills essential to develop their critical understanding of the theories of leadership, teamwork, communication, emotional (social) intelligence as well as other selected aspects relevant for students' success in management positions.

The reflectivity of the module will be maintained in the second part via reshaping students thinking in line with the principles of ethical and socially engaged leadership and management.

Tutor input will present relevant concepts underpinning the nature of critical thinking, with a particular focus on building and identifying arguments, argument mapping, identifying and challenging assumptions and creating contextual awareness. The issues related to sustainability, responsibility, ethics and sociological analysis of work and employees' perspectives on work, alienation, organisational misbehaviours, alternative forms of organisations will be included in class discussions.

### INTENDED LEARNING OUTCOMES

On successful completion of this module a student will be able to:

1. Identify and critically appraise their own personal development needs and key competencies in areas of leadership, team working, effective social interaction and communication
2. Critically assess the value of selected theoretical management and leadership related frameworks for the responsible practitioner
3. Critically evaluate management and leadership theory and practice from alternative theoretical perspectives by demonstrating an awareness of social and political contexts of management

### TEACHING METHODS

This module will make use of a range of teaching and learning strategies assisting students with developing their skills as reflective and critical learners. Students will engage in their learning at both the university and at an outdoor management development centre. This will offer a unique interconnection between experiential exercises and constructive review/feedback enhanced by theoretical input.

The module will create an opportunity to enable students to focus on positive actions and behaviours and develop skills of self-awareness.

This module is designed to encourage students to become reflective practitioners and actively engage in personal and professional development planning. The module includes examining the theory, principles

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and relevance of reflective practice as well as key contemporary theories of leadership and management. Students will learn how to reflect on their own experiences; assess their competences and performances and set appropriate and challenging development objectives. This will assist students with building their realistic self-awareness and to identify potential areas for their personal development.

The module will provide an opportunity for the development of the leadership skills with a particular emphasis on critical awareness, persuasion, sense making and envisioning drawing on various interdisciplinary approaches. Students will be asked to submit their individual reflections upon the residential experience of approx. 2500 words, which will contribute to 50% of the overall module grade. This assignment will help students to identify their skills and personal attributes via self-audits and constructive feedback from others. The reflective piece of work will also indicate the potential areas for the students' further development.

Students will be encouraged to prepare for discussions on alternative theoretical perspectives on management and leadership and to broaden their understanding of management as social and political practice. Group work and discussions will be facilitated to encourage the application of acquired / enhanced skills and students will have the opportunity to construct their argument maps prior to short presentations of their work on chosen topics. The formative feedback given on discussions, argument mapping and other exercises completed in class, will enable students to prepare for their assessment; a debate, which contributes to 50% of the overall module grade. Every student participating in the debate will need to be fully prepared to debate on both sides of the topic. The rules and structure of the debate will be clearly explained and available on Blackboard along the marking criteria.

The debate will allow students to develop an important transferable ability to critically analyse a problem and address both sides of it. During the year long master programme students have limited opportunity to develop their oral reasoning skills. This module not only addresses this need, but also focuses on stimulating students' participation in class involving "public speaking," provides the opportunity to practice these skills and to build the students' confidence.

Students will be expected to prepare for every class and the suggested reading materials will be indicated/ provided in advance via Blackboard. The learning from taught sessions will be supplemented by independent study involving reading suggested literature.

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## **ASSESSMENT METHODS**

This module is assessed through an Individual self reflection (50%) and a debate (individual mark) (50%).