University of St Andrews

BUSINESS SCHOOL, DEPT OF MANAGEMENT **2024-25**

MN4245 – Leadership Development

MODULE TYPE/SEMESTER: **Honours/Option** (20 Credits)/Semester 1

PRE-REQUISITE(S):   MN3102

MODULE CO-ORDINATOR: Dr Sandra Romenska   sr82@st-andrews.ac.uk

MODULE LECTURER(S):   Dr Sandra Romenska   sr82@st-andrews.ac.uk

AIM:
How are leaders developed? Drawing on current research and debates, examples of leadership practice and students' own experiences, this module examines the emergence, development and effectiveness of leaders and leadership in the private, public and third sector.

METHOD OF TEACHING & LEARNING:

The module is designed around the use of a multi-player online adventure game, Sea of Thieves (https://www.seaofthieves.com/action-and-excitement) as a learning simulation, aimed at supporting students towards the achievement of the stated learning outcomes.

The module will be delivered in a combination of ways. Some weeks will combine lectures and tutorial time in 3-hour blocks in addition to in-person group experiential exercises using the game simulation, in other weeks content will be delivered as pre-recorded online lectures for independent learning. The variety of teaching and learning methods emphasise interactivity and experiential learning as well as independent reading, and engagement with academic research, fiction, and film. Students will be provided with the equipment and Xbox subscriptions necessary for engaging with the simulation during the experiential work.

The module assumes that developing leadership abilities involves reading and writing as well as practising leadership. It is centred on critical engagement with personal experience and requires active participation by students. Overall, this is a conceptually complex and practically demanding module that is not suitable for passive learners.
Weekly contact estimation is:

3-hour lecture/seminar/presentation x 9 weeks
3-hour lab exercise x 2 weeks

LEARNING OUTCOMES:

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

- Understand the complex and contested nature of leadership.
- Compare, contrast and evaluate leadership theories.
- Critically evaluate different approaches to leadership development.
- Interpret the relationship between experience and individual / collective leadership formation.
- Conceptualise and construct formal and informal leadership development processes and experiences.

INDICATIVE TOPIC OUTLINE:

Week 1:   Leaders, leading and leadership development. Introduction to the module and the assessment.

Week 2:   Leadership in popular culture. Leadership as drama and narrative. The romance of leadership. Authentic leadership.

Week 3:   Theories of learning and leadership development.

Week 4:   Leading virtually. Leadership in extremis.

Week 5:   Emotions and leadership.

Week 6:   Independent learning week – no lecture.

Week 7:   Leadership and decision-making.

Week 8:   GROUP WORK PRESENTATIONS ASSESSMENT

Week 9:   The dark side of leadership – toxic and destructive.

Week 10:   Followership.

Week 11:   Leading change and innovation.

ASSESSMENT:

- Group presentation – 20% of the module grade (group grade).
- Essay analysing Twitch TV content – 30% of the module grade (individual grade).
- Examination – 50% of the module grade.

PROVISIONAL READING LIST:

Core texts:

Bolden, R. Hawkins, B. Gosling, J. Taylor, S. (2011) Exploring Leadership: Individual, Organizational, and Societal Perspectives, Oxford University Press (e-book available through the library catalogue)

The reading list for the module for 2024 S1 will be available through the library reading lists

<u>Other texts:</u>
This module mainly uses research articles from academic journals, and detailed reading suggestions will be provided in the slides that accompany each of the weekly sessions and in the module reading list at the commencement of the module.

<u>Game content sources:</u>

You can create a free Twitch account to access the streams of content creators playing Sea of Thieves live or watch recordings from past streams. The streamers recommended for this assignment are:

https://www.twitch.tv/hitbotc

https://www.twitch.tv/phuzzybond

The game has an active Reddit community:

https://www.reddit.com/r/Seaofthieves/?rdt=49868

The game developer maintains player forums on their website:

https://www.seaofthieves.com/community/forums/categories

Examples from leadership practice taken from history, film, fiction and contemporary public contexts are frequently discussed in class and it will be useful for students to read materials relating to the Brexit referendum and its aftermath, the US presidential election in 2016, the leadership campaigns in the major UK and European political parties in the past 5 years, developments in the business and sports world, etc.

In addition, we will discuss a number of public figures with relevance to leadership: Elizabeth Holmes (Theranos), Elon Musk (Tesla), Martin Sorrell (WPP) and others.
Students are also required to search for relevant research articles. Articles on leadership and leadership development can be found across a range of journals but the following are particularly relevant (or at least carry some relevant articles):

- *Academy of Management Learning and Education*
- *Human Relations*
- *Journal of Management Education*
- *Leadership* (the Sage-published journal)
- *Leadership Quarterly*
- *Management Learning*

Organisation of courses may be subject to change without notice.