Senior Leadership Development

Module Information

2022.01, Approved

Summary Information

Module Code	7000LODSLA
Formal Module Title	Senior Leadership Development
Owning School	Leadership and Organisational Development
Career	Postgraduate Taught
Credits	30
Academic level	FHEQ Level 7
Grading Schema	50

Teaching Responsibility

LJMU Schools involved in Delivery
Leadership and Organisational Development

Learning Methods

Learning Method Type	Hours
Workshop	72

Module Offering(s)

Display Name	Location	Start Month	Duration Number Duration Unit
SEP-MTP	MTP	September	12 Weeks

Aims and Outcomes

Aims	To equip students with the conceptual frameworks, learning, skills and confidence toperform successfully as business scholarly practitioners at masters level.This includes an ability to engage with the concepts relevant to a critical examinationof the impact of organisational context on leadership and professional learning.The module is designed to give students a critical insight into the nature of scholarlybusiness learning at masters level. It starts by examining what is meant by studyingand learning at masters level and goes on to examine the skills and knowledgerequired to perform successfully at this level as a scholarly business practitioner. Thecontext for this learning is a critical examination of organisational context and itsimpact on leadership, knowledge, and professional learning. Scholarly businesspractice is developed through an exploration of the major arguments surrounding thenature of leading and the diverse views on how professionals learn within theiroccupational contexts. At a time of increasing public debate about the nature ofexecutive behaviour and in particular the area of leadership, it is important to engagewith the arguments about the nature of what we do as professionals including thecomplex social, political, economic and ethical practices which are at the heart oforganisations and leadership behaviour. This will be of particular value to students intheir professional practice and in their transition into scholarly-practitioners.Highlighting and making explicit the nature of masters level learning in the context ofscholarly business practice provides a sound foundation for the MBA. The contentand learning processes in this module are intrinsic to the conceptual frameworks andlearning approaches underpinning the MBA programme design.Effective leadership is a key contributor to organisational success. It thereforebehoves those in leadership positions to fully consider theories and ideas ofleadership as well as their own leadership motivations and behaviours.This module starts with a focus on the individual and in developing a critical self understandingas this is the cornerstone of good leadership. To do this students willexplore theoretical perspectives of leadership, critically reflect on leadership in theirown context and on their own approach to leadership. Part of this process includesdeveloping a comprehensive development plan to improve leadership capabilitiesand to future-proof for the post MBA landscape. In addition students will considerpsychological and behavioural factors that impact on the engagement of others,enhancing their ability to motivate, foster collaboration and communicate withcolleagues, teams, and other stakeholders to achieve organisational success.

After completing the module the student should be able to:

Learning Outcomes

Code	Number	Description
MLO1	1	Work independently as scholarly business practitioners
MLO2	2	Critically engage with literature and published research appropriate to their business contexts
MLO3	3	Critique academic journal articles and produce a critical literature review
MLO4	4	Critically evaluate different leadership perspectives and theories to generate a meaningful depth of understanding of leadership and leadership within their own context.
MLO5	5	Critically analyse a range of approaches used to engage and manage people to achieve organisational outcomes in changing organisational contexts.
MLO6	6	Critically reflect on their own leadership practice using a range of tools to enhance self awareness and interpersonal skills and to identify areas for development that will increase leadership ability and effectiveness.

Module Content

Outline Syllabus	The Significance of Context on Practice:The module content is a critical response to the argument that leadership does nottake place in a vacuum, it is not acontextual, not ahistorical, not astructural, notapolitical, not aprocesural. Therefore, a critical response to leadership must includethese factors. The core skills outlined will be developed through a consideration ofthe significance of context on business practice.• Introduction and overview of module. Learning at Masters level and becoming ascholarly practitioner.• Power and authority in organisations and the significance of context.• Critical analysis of organisational influences. Reading academic journal articlesdeliberately and critically, in business contexts.• Writing a critical annotated reference.• Models of professional learning including reflective practise, informed reflectivepractice, the scholarly practitioner.• The significance of formal organisational structures and cultures on leadershippractice. Critical overview of student's organisational structure and culture. Identifytensions between formal and informal structures and cultures.• Power and influence in business organisations.• Is there a place for bureaucracy? The learner as a professionalised bureaucrat andsignificance to leadership practice.• Writing a critical response to an academic journal article.• Review of module and preparation for the assessment tasks.Self-concept and the links between identity and leadership behaviour (this may alsoinclude values and beliefs leading to professional codes of practice).• Personality and individual differences, Emotional Intelligence and Resilience• Overview of Leadership Theories (including areas such as Ethical Leadership,Adaptive Leadership, Leadership Styles, Transformational Leadership, ResponsibleLeadership, Value based Leadership, Sustainable Leadership etc.)• Self-assessment tools to develop personal insights• Building engagement and developing high performance teams (Engagement andmotivation theories)• Leader influence and power in managing people• Building constructive working relationships across teams including understanding,equality and inclusion.• Managing performance, goal setting and team accountability• An introduction to coaching and action learning• Reflective practice and critical reflection• Future-proofing and professional development planning

Module Overview

Additional Information	This is a 30 credit stand alone CPD module. Programme code 36705Programme code. 36705Intake month(s). September, October, November and JanuaryPSRB accreditation. N/ASubject benchmark statement(s). N/AAny other external reference points used to inform programme outcomes. https://www.instituteforapprenticeships.org/apprenticeship-standards/senior-leader-v1-1Mode and duration of study. PT, 1 SemesterCriteria for admission to the programme. Identified ClientsName of the final award. - CPD Senior Leadership DevelopmentBrief summary of student support arrangements. Students will be supported throughout the programme by the programme leader, programme manager and module leaders. Students will attend block delivery sessions. The students will have access to online materials to support their learning. Students will have the same rights as FT students in terms of grievances and appeals. The details of support will be found on the website and students will be directed to this via the programme guide. The BoS for BUS/LBC 36701 will have oversight of the CPD. The team has experience of engaging students, who are predominantly based in professional practice, in opportunities to share their feedback and to contribute to programme monitoring.Date at which the programme was written or revised. August 2021Methods for evaluating and improving the quality and standards of learning. The programme will undergo Continuous Monitoring and Enhancement (CME) following the posting of marks at the end of the module. The programme will be reviewed by the programme lead and programme manager in terms of feedback and subsequent actions.The programme will have an External Examiner allocated which is the same External Examiner as BUS/LBC 36701 (PT) - PG Dip Business Administration. This programme complies with the Academic Framework regulations - https://policies.ljmu.ac.uk/UserHome/Policies/PolicyDisplay.aspx?&id=353&l=1

Assessments

Assignment Category	Assessment Name	Weight	Exam/Test Length (hours)	Module Learning Outcome Mapping
Portfolio	4500 Word Portfolio	100	0	MLO1, MLO2, MLO3, MLO4, MLO5, MLO6

Module Contacts

Module Leader

Contact Name	Applies to all offerings	Offerings
Fiona McNamara	Yes	N/A

Partner Module Team

Contact Name	Applies to all offerings	Offerings