

Heriot Watt Masters Programme - Edinburgh Business School
Course Management



A Great Place to Learn.

PROGRAMME: HERIOT WATT MASTERS
DURATION: 9:00am - 12:00noon
DAY(S): Saturday

Contract Hours:
Actual Hours:

MODE: Part-Time

MODULE: Leadership
LECTURER: Kevin Davis
CAMPUS: Champs Fleurs

6	Sat	7-Jan-00	9am - 12pm	3	3	Gender & Leadership	1 / Lt/T	The recent presence and the prior marked absence of female voices in organisational leadership; the research debates and findings on how men and women leaders are necessarily different; how these research debates and findings relate to leadership theories; how women cope with male organisations; that organisational demographics might explain gender similarities; the pursuit of wisdom in leadership.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
7	Sat	21-Jan-00	9am - 12pm	3	6	Developing Ethical Behaviour in Our Leaders	1 / Lt/T	Define the term 'ethics' in relationship to a leadership context; differentiate between ethical behaviour and legal behaviour; describe an ethical dilemma; identify a number of ethical dilemmas that typically confront today's organisations; decide how ethics should impact on the profit motive in organisations; understand the role of ethical statements, values statements, whistle-blower policy and leadership in supporting ethical behaviour; define the difference between negative, congruent and positive ethical gaps in organisational philosophies; describe the difference between ethical road maps based on principles, on outcomes and on moral virtues; describe how ethical behaviours impact on effective leadership.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
8	Sat	28-Jan-00	9am - 12pm	3	9	Lading Individuals & Teams	1 / Lt/T	Identify the different leadership concerns in leading an individual, in leading a team, and in providing leadership across a larger organisation; describe the components of the underpinning leadership behaviours involved in self leadership and transcendent leadership; differentiate task oriented leadership behaviours from people oriented behaviours; identify the developmental level of employees for specific tasks based on the situational leadership model; choose the appropriate leadership style to match the follower's development level; describe behaviours included in each of the four leadership styles: directing, coaching, supporting and delegating; state the advantages and disadvantages of overleading and underleading; list Tuckman's four team development stages; choose the appropriate leadership behaviours required to address each team development stage; describe the relationship between team development stages and the employee developmental levels of situational leadership.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
9	Sat	4-Feb-00	9am - 12pm	3	12	Leadership Across the Larger Organization	1 / Lt/T	Describe the situations in which organisational leadership skills are required; identify the differences between organisational leadership and leadership of individuals or teams; list the five sources of social power and give examples of each; describe a scenario in which a combination of social powers would be appropriate; define the difference between power and influence; list the five leadership practices identified by Kouzes and Posner and several leadership activities that would support each practice; identify areas in your leadership role where you can make better use of social power and influencing skills.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
10	Sat	11-Feb-00	9am - 12pm	3	15	Leadership Development in a Fast Changing World	1 / Lt/T	Identify the reasons why leadership development continues to be of great concern to most organisations; state how the focus of leadership development is moving away from developing individual leaders; list the six contextual changes that impact on the evolving approach to leadership development; describe the implication of stratified systems theory for leadership development; describe the implication of the theory of learning organisations for leadership development; explain why leadership is moving from the individual to teams; define a framework for developing the leadership function; list at least five components of the framework.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.

11	Sat	18-Feb-00	9am - 12pm	3	18	The Development of Leadership	1 / Lt/T	Make a judgement as to how much leadership ability can be influenced through a developmental process; describe the behavioural choice model of leadership; describe the main tenets of each of the six theories of learning presented in the module; state the role of hiring external people in the development of the leadership function; describe the role of universities in providing developmental support for organisational leadership; state several methods of leadership development by job assignment; state several methods of leadership development by assessment and feedback; state several methods of leadership development by one to one support; state several methods of leadership development by structured learning programmes; develop a view on the effectiveness of the leadership development processes available in your organisation.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
12	Sat	25-Feb-00	9am - 12pm	3	21	Strategic Leadership	1 / Lt/T	That three different strategy eras have shaped ideas of strategic leadership; the roles of the strategic leader – configuring, facilitating, delivering and evaluating (learning) and changing; the idea of strategic alignment and how to work with it; that the origins of strategic leaders are embedded in the three strategic eras.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
13	Sat	10-Mar-00	9am - 12pm	3	24	Leadership & Risk	1 / Lt/T	The ubiquity of risk and uncertainty; how risk is handled privately, publicly, individually and collectively; how risk stances shape the leadership of corporate risk management; organisational risk management purposes and consequences; socially and culturally shaped perceptions of risk; organisational leadership in a risk society.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
14	Sat	17-Mar-00	9am - 12pm	3	27	How Leadership is Studied & A Critical Look at Leadership	1 / Lt/T	The ontological and methodological framing of leadership research; where different theories of leadership are located in this frame; how to conduct research in leadership in field studies, and case studies in both positivist and constructionist frames; the challenge of doing fieldwork in leadership research; the researcher skills needed in leadership research and consider ethical issues in leadership research; the differences and consequences of different framings of leadership studies. The ideological contexts of leadership theory; national and transnational ideological leadership issues; the idea of leaders as agents of others in the corporation; three critiques of functional leadership: service, institutionalisation and privilege; how the critiques move from a functional stance to a social constructionist stance; three models of leader formation: an innate quality, innate qualities assisted by action reflection and theory building (which is where this course lies), and design and build.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
15	Sat	24-Mar-00	9am - 12pm	3	30	The Way Forward - Leadership Knowledge Management	1 / Lt/T	List the themes that were meaningful to you through the course of this study of leadership; describe systems by which organisations learn; describe how those systems can be employed to develop the leadership function within your own organisation; list the five steps involved in managing your own leadership development process; combine each of those steps into a leadership development plan that can be used to develop your own leadership effectiveness.	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
16	Sat	31-Mar-00	9am - 12pm	3	33	Review of Course & Past Papers	1 / Lt/T	Structured Approach to Past Paper Questions	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.
17	Sat	7-Apr-00	9am - 12pm	3	36	Review of Course & Past Papers	1 / Lt/T	Structured Approach to Past Paper Questions	Lecture slides and tutorial material	Past Paper Questions	Read next week's case study.

Key / Legend

Lt = Lecture T=Tutorial Lb = Lab EP = Exam Prep

Lecturer Signature

Course Administrator Signature

Date Submitted

Date received

Last Notes: SBCS reserves the right to make changes to the information contained herein. Any changes effected to the information contained herein will be made known to all students concerned via class announcement. It is thus the responsibility of the student to attend all classes and to keep abreast of matters should they be absent from any class session. Students are advised and encouraged to contact their fellow classmates for updates where class sessions have been missed.

Date syllabus last modified: Jan 3, 2012

Unit Manager Signature

Quality Assurance Manager Signature

Executive Director Signature

Date received

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