



UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business

London Campus

Emergent Leadership Skills for the Workplace
BMSK6001

MODULE CODE:	BMSK6001
TITLE:	Emergent Leadership Skills for the Workplace
DATED:	21/03/2017
LEVEL:	6
CREDITS:	20
JACS CODE:	N200

AIM(S)

- To explore the key responsibilities of leadership in the workplace and the critical importance of the objective analysis of personal strengths and limitations.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- critically evaluate personal ability to fulfil key responsibilities of the leadership role within the context of established leadership styles;
- analyse and critically assess strategies for leadership in relation to others;
- plan for the leadership of change of an appropriate level of complexity within the workplace.

INDICATIVE CONTENT

- Introduction to leadership models, theories and styles.
- Key responsibilities of the leadership role.
- Evaluate different leadership styles in the context of own responsibilities.
- Repertoire of leadership styles in different situations and with different people.
- Concept of emotional intelligence and how it applies to the leadership role.
- Importance of understanding one's own strengths and limitations.
- Use and interpretation of techniques to identify characteristics, strengths and limitations.
- Importance of continuous self-development and identifying opportunities to develop oneself in the leadership role.
- Displaying confidence and self-assurance by emphasising personal strengths and showing a readiness to take calculated risks.
- Social awareness in terms of empathy, organisational and 'political awareness, service to others.
- Relationship management in terms of inspiring others.

LEARNING AND TEACHING STRATEGY

Through practical activities and seminar presentations, students will be introduced to appropriate theoretical models and methodological frameworks to inform personal experiences and examples drawn from the workplace. Critical reflection will be integral to each formative exercise which will challenge each student to demonstrate their knowledge and understanding in a variety of ways appropriate to the workplace.

Allocation of teaching to deliver the module are:

Activity type	Hours	Percentage
Scheduled learning	40	20
Independent learning	160	80
Placement Learning		
TOTAL	200	100%

ASSESSMENT

Assessment: Coursework

Essay or Report (5,000 words or equivalent) 100%

Within this module, the assessment requires the student to identify and agree a specific organisational context in which they can demonstrate the importance of understanding emergent leadership skills for the workplace. Through the application of the skills and knowledge gained from this module to a workplace issue of their choice, the student will demonstrate the importance of emergent leadership skills in the workplace.

Exemplar: All students

Using the various case studies explored over the course of the module, explore, compare and contrast the leadership styles and approaches of three individuals. One should be a public figure of national significance, one should be a figure drawn from your personal experience and one should be yourself.

Prepare an essay or report to demonstrate your capacity to lead a particular project or organisational change. Demonstrate that you have an understanding of the concept and importance of critically evaluating your personal ability to fulfil key responsibilities of the leadership role within the context of established leadership styles. You should analyse and critically assess strategies for leadership in relation to others, whilst demonstrating the ability to plan and lead change at an appropriate level of complexity within your chosen workplace.

Assessment Summary

Activity type	Percentage
Written	
Coursework	100%
Practical	
TOTAL	100%

EDUCATION FOR SUSTAINABLE DEVELOPMENT (ESD)

Does the module contribute to ESD?	Yes
If yes please provide brief details (no more than 100 words):	
This module aims to develop the understanding of workplace culture and context in order to improve one's ability to function within the organizational norms, with regard to sustainability issues the context of the workplace. Embedding sustainability in leadership skills are critical for driving processes of change in organisations. It is now widely recognized that corporate sustainability requires leadership to drive change. Students will also be encouraged to actively implement or contribute to changes that promote sustainable development within the scope of their own learning experience and study environment and effectively engage with real-life problems relevant to sustainable development.	

READING LIST

Module Code	BMSK6001	
Module Title	Emergent Leadership Skills for the Workplace	
Classification		Electronic*
Essential	Adair, J. (2013). Develop Your Leadership Skills (2nd ed.,) Creating Success). London: Kogan Page).	☐
Essential	Armstrong, M. (2012) Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. (Online) London; Philadelphia: Kogan Page. http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/ (Accessed 26 November 2013)	☒
Further	Adair, J. E. (1989). The Action Centred Leader. Industrial Society.	☐
Further	Bennis, W. (2009) On Becoming a Leader, New York, Basic Books.	☐
Further	Cottrell, S. (2003) The Study Skills Handbook (2nd edition). Hampshire: Palgrave MacMillan.	☐
Further	Kippenberger, T. (2002). Leadership styles [ebook] (ExpressExec ; 08.04). Oxford, U.K.: Capstone Pub	☐
Further	Kouzes, J.M. & Posner, B.Z. (2008) The Leadership Challenge: 4th Edition, Jossey-Bass.	☐
Further	Pears, R. & Shields, G. (2011) Cite Them Right. Basingstoke: Palgrave MacMillan.	☐
Further	Useem, M. (1999) The Leadership Moment. New York, Crown Business.	☐
Further	Ziek, P., & Smulowitz, S. (2014). The impact of emergent virtual leadership competencies on team effectiveness. Leadership & Organisation Development Journal, 35 (2), 106-120.	☐

