

<b>Module Code:</b>	SOC727
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<b>Module Title:</b>	Psychology of Leadership
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<b>Level:</b>	7	<b>Credit Value:</b>	30
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<b>Cost Centre(s):</b>	GAPE	<b>JACS3 code:</b>	C814
		<b>HECoS code:</b>	100954

<b>Faculty:</b>	Social & Life Sciences	<b>Module Leader:</b>	Tim Whitworth
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Scheduled learning and teaching hours	30 hrs
Guided independent study	270 hrs
Placement	00 hrs
<b>Module duration (total hours)</b>	300 hrs

<b>Programme(s) in which to be offered (not including exit awards)</b>	Core	Option
MA Public Service Leadership	✓	<input type="checkbox"/>
Standalone module aligned to MA Public Service Leadership		✓

<b>Pre-requisites</b>
None

**Office use only**

Initial approval: 26/07/2018

Version no: 1

With effect from: 01/01/2019

Date and details of revision:

Version no:

**Module Aims**

To enable students to engage in critical self-reflection on their own mental models, motivations, methods and style of leadership.

**Intended Learning Outcomes**

Key skills for employability

KS1	Written, oral and media communication skills
KS2	Leadership, team working and networking skills
KS3	Opportunity, creativity and problem solving skills
KS4	Information technology skills and digital literacy
KS5	Information management skills
KS6	Research skills
KS7	Intercultural and sustainability skills
KS8	Career management skills
KS9	Learning to learn (managing personal and professional development, self-management)
KS10	Numeracy

At the end of this module, students will be able to

Key Skills

		Key Skills	
1	Demonstrate critical self-awareness and self-management ability when working with and leading others	KS1	KS6
		KS5	KS9
2	Critically evaluate self-motivation and what motivates others, and barriers to motivation	KS1	KS6
		KS5	
3	Analyse resilience and explore different methods to build and strengthen personal resilience	KS1	KS6
		KS5	KS9
4	Assess and identify the place for different leadership styles in different contexts	KS9	KS3
5	Critically analyse the processes and challenges in change for individuals and communities and be able to apply their own theory of change in varied circumstances	KS1	KS6
		KS5	

**Transferable skills and other attributes**

Professionalism  
 Time management  
 Structured thinking  
 IT skills  
 Independent working

**Derogations**

None

**Assessment:**

Indicative Assessment Tasks:

A learning journal recording awareness of personal motivations and mental models and how these change and develop over the course of the module.

Assessment day consisting of a critical review of leadership in action simulation of a public sector organisation and an analysis of the personal and societal styles, preferences, drivers, motivations and actions that were expressed. Tutors will allocate marks to individuals based on observations of their performance of the assessment in a simulated environment.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration	Word count (or equivalent)
1	1-3	Reflective journal	50%		3000
2	4-5	Assessment day	50%	All day	N/A

**Learning and Teaching Strategies:**

Face to face lectures and online learning materials, interactive case studies and debates with access to key experts, access to self-study resources and networked and collaborative learning among students as part of a learning community. Students will also have access to lecturers with scheduled 1-2-1 tutorials.

Students will be provided with access to study materials through Glyndŵr University's Virtual Learning Environment, Moodle, learning and library resources.

**Syllabus outline:**

This module will have at its core an experiential approach to learning about the psychology of leadership, referring to and introducing literature on leadership and the psychology of leadership. It is constructed around the tenets of what is required to be an effective leader - awareness of self in relation to others and society – and the psychology and practices in developing and maintaining these.

Starting with self, students will be encouraged to examine their own traits, styles and preferences – using the building blocks of Jung's Psychology of Type as developed into the MBTI and Team Type. Using practical exercises and activities it will build an appreciative approach to the diversity of human behaviour and potential. Approaches to Leadership will be introduced as a stimulus to developing an individual model and in individual and group work –

with guided input considering the successes and failures in public sector leadership globally and the underpinning personal psychology of the proponents. A leadership carousel will be used to encourage students to respond, research and develop their own integrated model and present this to colleagues. Human motivation will be studied from a variety of perspectives, personal perceptions and actions and societal drivers. A key focus will include practical sessions on:

- The place of power and identity in leadership
- Personal and party politics and the forces for change (using fishbowl methodology) exploring student thinking and behaviour in leadership challenges
- Personal creativity in meeting leadership challenges – using a variety of divergent and convergent techniques from lateral thinking, improvisation to writing and drawing. Students will explore and practice their own improvisation abilities and potential and the implications in this.

Students will be introduced to the motivators for sustainable change and in working in the difficult transitions, drawing on the work of Kotter and Bridges and applying real life examples of successful and unsuccessful change.

#### **Indicative Bibliography:**

##### **Essential reading**

Agyris, C (1993), *Knowledge for Action: Guide to Overcoming Barriers to Organizational Change (Jossey-Bass Social & Behavioral Science)*

Nahavandi, A. (2012). *The art and science of leadership (6th edn)*, New Jersey: Pearson

##### **Other indicative reading**

Adair, J. (2007), *The Art of Creative Thinking*, (1<sup>st</sup> edn), London, Kogan Page

Bennis, W. G. and Nanus, B. (2004), *Leaders: Strategies for Taking Charge*, (2<sup>nd</sup> edn), New York, Harper Collins

Binney, W., Williams, C., Wilke, G. (2012) *Living Leadership, A Practical Guide for Ordinary Heroes*, (3<sup>rd</sup> edn), Harlow, Prentice Hall

Bridges, W. & Bridges, S. (2017) *Managing Transitions: Making the Most of Change*, (4<sup>th</sup> edn), London, Nicholas Brealey Publishing