

**SUMMER  
2024  
WEEKS 4-6**



## Leadership in Contemporary Business

### ULMS085

Credit Value	Delivery	Contact Hours Per module	Self-Directed Hours Per module	Total Hours Per module
5 UoL credit, 2.5 ECTS	On-campus	12-16	34-38	50

#### Module Leader: Lisa Chamberlain

Lisa is a Graduate Teaching Fellow and PhD candidate at the University of Liverpool. Her research explores quality of working life issues, and her teaching focuses on human resource management and leadership. Prior to joining the University of Liverpool, Lisa served as a non-commissioned officer in the United States Air Force, where she worked as a logistics specialist, line manager, small teams leader, and administrator. She has also worked within small businesses, most recently as HR manager. Lisa is an Associate Member of the Chartered Institute of Personnel and Development and an Associate Fellow of the Higher Education Academy. She has a BA in Humanities and MSc in Human Resource Management.

#### Module Description

In the contemporary, intensive and highly volatile and competitive business environment, leadership plays a significant and vital role in the success of an enterprise. Therefore, leadership has received substantial attention from scholars and practitioners and it is increasingly becoming a prominent subject for study. The module intends to enable students with academic understanding of leadership theory and, importantly, to allow for critical engagement with the current debates surrounding its application within the organisational context. This course will provide students with an opportunity to learn essential core skills and techniques involved in leadership, enabling them to become better and effective leaders in their prospective careers. This course will develop and enhance students' leadership skills and techniques so they will be able to inspire a team, successfully manage change and conflict, and better serve the needs of

a team.

### **Module Aims:**

To develop confidence in understanding and communicating complex ideas.

To develop skills in research, collaborative learning and producing and delivering presentations.

To introduce students to the understanding of the concept of contemporary leadership theory from various theoretical and practical approaches and perspectives.

To train students in the core skills and techniques in order to become better and effective leaders.

To highlight the importance of the role of diversity and ethics in leadership

### **Content**

The following topics will be considered on the module:

What is leadership?

Leadership theories

Different approaches to leadership

Leadership diversity

Exploring ethics and toxicity in leadership

### **Module Structure**

The module will be delivered over a three-week period in six two hour sessions (four hours per week, total 12 hours contact time). The final block will be an assessment session.

Each session will consist of short lecture-style sessions interspersed with practical activities and group discussions. The lecturer will demonstrate the approaches, skills, and techniques used in leadership and students will have a number of opportunities to put what they are learning into practice with their classmates. Students will be expected to participate fully and actively throughout the sessions.

In addition, it is expected that students will spend 38 study hours outside of the classroom contact hours on activities including assigned reading, optional reading of areas of personal interest, homework tasks, web research and preparation for assessment. The 'flipped classroom' approach will be used, requiring students to prepare in advance for the sessions. Students should be aware that in order to fully benefit from the face-to-face classroom sessions, the preparation work assigned should have been done prior to the lecture.

### **Teaching Methods**

The teaching approach will include the following:

Taught sessions

Flipped classroom – preparation work

Small group working

Group discussions  
Presentations  
Online learning  
Use of multimedia and interactive materials  
Use of case studies  
Workshops

### **Assessment:**

Assessment will be by:

Written essay/reflection of 1000–1200 words (worth 100% of the overall mark)

Standard University policies apply with regard to late submission of assessments

### **Course Structure:**

The course will be practical in nature, with the sessions highly focused on giving the students as much practical experience as possible, and encouraging them to put theory into practice throughout.

### **The indicative schedule is as follows:**

#### **Session One:**

*What is leadership?*

The course will begin with some general information about the module, including the aims and assessment. Then it moves on to consider the various definitions of leadership, the core elements in leadership, and the five essential keys for successful leadership. The session will also introduce students to the various views on leadership. It also explains the sources of power in leadership as well as the differences between leadership (leaders) and management (managers).

Student activity: Case study analysis and group discussion and students will have an opportunity to identify the characteristics of leaders through brainstorming.

#### **Session Two:**

*Leadership Theories*

This session will introduce students to the different theories on leadership and their characteristics. These include trait approach, skills approach, behavioural approach, style approach, and situational approach.

Student activity: the students will be given a questionnaire to evaluate their potential behavioural and skills leadership

#### **Session Three:**

*Different Approaches to Leadership*

This session intends to provide students with a deep understanding of key elements and concepts surrounding charismatic leadership, transformational leadership, transactional

leadership, authentic leadership, and entrepreneurial leadership.

Student activity: Case study and group discussion.

#### **Session Four:**

##### *Diversity in Leadership*

This session aims to emphasise the importance role of diversity in leadership. The students will learn the underlying factors concerning diversity in leadership which are as follows: the diversity challenges for leaders, cultural diversity, gender diversity, and managing diversity. Student activity: case study and group discussion.

#### **Session Five:**

##### *Exploring ethics and toxicity in leadership*

This session will introduce students briefly to the concept of ethics and then discuss the link between leadership and ethics. The students will learn about ethical leadership and how it can be applied in practice. Also the lecture will explain bad or toxic leadership and how we can address this in the workplace.

Student activity: case study and group discussion.

#### **Session Six:**

##### *Leadership case studies group discussion*

In this final session the students will be given some real world case studies in the leadership context. The students will be grouped and will be provided with an opportunity to discuss the case studies in order to reflect what they have learnt during the course and how it can be applied in the real business world environment.

#### **Learning Outcomes:**

On completion of this module, students will be able to:

Learning outcome	Assessment component which assesses this learning outcome
Research, find, select, and present relevant facts and information in order to support the argument and findings.	Written essay/reflection
Compare and discuss various scholars' works and opinions and express their own point of view coherently, logically, and concisely. Thus, students will be able to develop their self-confidence and initiative as well as written communication skills.	Written essay/reflection
Demonstrate a general understanding of various theories and approaches in leadership. They will also be able to present the core skills and techniques of leadership. Students will be able to explain the	Written essay/reflection

importance of the role of ethics and diversity in leadership. Students will be able to critically analyse and evaluate the importance of the role of effective leadership to the success of an enterprise.	
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**Skills:**

Key skills that will be developed:

Skill	How this skill is developed	Mode of assessment
Collaboration and Teamwork	Group discussions, activities and tasks in class & collaborative research	Written essay/reflection
Communication	Orally in group discussions, activities and tasks in class, in writing by production of assessed assignment	Written essay/reflection
Analytical skills	Academic research and writing will enable the students to improve and develop their analytical skills including intellectual initiative, critical reflection, the ability to gather, assess, analyse and organise various data, problem solving, and marshal arguments coherently and concisely	Written essay/reflection / case studies
Organisational	Academic writing will assist the students to improve and develop their organisational skills including self-direction, self-discipline, to work under pressure and to meet deadlines, and management of time and resources	Written essay /reflection

**Books, ebooks and websites:**

The University Website at [www.liv.ac.uk/library](http://www.liv.ac.uk/library) provides access to many relevant books and

electronic books, as well as academic journals and databases.