

DIGITAL LEADERSHIP – COURSE SYLLABUS

AIM

In the era of knowledge, globalisation and digital transformation, the Digital Leadership course, part of the digital leadership programme, aims to develop in students a critical appreciation of leadership theory and the role of leadership in practice in a range of organisational, social, and cultural contexts.

SYNOPSIS

The course critically examines the concept of sustainable and adaptive leadership/followership, cultural intelligence and digital transformation in organisations, explores major theoretical developments in how culturally intelligent leadership and followership are understood and provides opportunities for managers to reflect on real-life leadership issues in global settings.

The course is divided into eight modules. Having explored what we mean by ‘leadership’ in the first module, the course then considers key developments in leadership theories and how they apply to modern organisations. From module 4 onwards, we present a novel approach to leadership with hands-on tactics, techniques and sets of characteristics or behaviours that equip students at all levels in the organisation to lead successfully, as leadership is required at all levels. The course presents future concepts of leadership where humans and technology collaborate for the best value creation and revenue generation.

Leadership is enacted differently depending on the context, and the course hones in on some example settings for practice, including corporate planning in creative industries, leading knowledge management initiatives, entrepreneurship, project management in culturally diverse workplaces, and leading digital transformation in organisations. The role of leadership in setting and shaping organisational strategy is also explored, and contemporary issues of gender and ethics are discussed.

Finally, leadership development is designed to be embedded within the content provided.

INTENDED LEARNING OUTCOMES

On completion of this course students will be able to:

- Demonstrate an integrated awareness of cultural intelligent leadership and followership theory and its link to business practice.
- Develop sustainable, adaptive, effective, culturally dynamic and intelligent leadership competencies through the utilisation of novel yet applicable approaches to leading in cross-cultural environments.

- Develop a critical understanding of how differently cultural and structural contexts can impact the agents of leadership.
- Understand the role of effective leadership in driving organisational strategy and corporate planning.
- Apply diverse skills and approaches associated with culturally intelligent leadership in a variety of organisational and social situations and contexts such as leading communities of practice and understanding how entrepreneurs think and act.
- Critically evaluate complex ideas, concepts and issues relating to future leadership where technology and humans work in collaboration. Concept such as bionic organisations and leadership are presented.
- Develop practical, ethically-informed and gender agnostic leadership skills that can be applied in a range of situations.

ASSESSMENT METHOD

3-hour written exam.

The course is assessed by final examination, accounting for 100% of the overall mark. The exam is closed book.

The paper is in two sections:

- I. One mandatory question on reflections of a leader, selected by the student, linking theory to their practice
- II. Two questions from a selection on any of the topics covered in the course

SUPPORTING TEXTBOOK(S) TO BE PROVIDED TO STUDENTS:

- Salih, A. M. (2020). Cross-Cultural Leadership. Being Effective in an Era of Globalization, Digital Transformation and Disruptive Innovation (Routledge)

COURSE STRUCTURE

The course is broken down into 8 learning modules as follows:

Module 1: Introduction to leadership

The aim of this module is to introduce the concept of leadership and to explore the ongoing debates around what we understand leadership to be, and what leadership does in organisations.

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

- Explore the challenges of defining leadership
- Debate the differences between leadership and management
- Understand the importance of leadership in organisations

Topics covered are as follows.

- Leadership and globalisation
 - Leading in the digital era
 - Bionic leadership where technology and humans can still work together
 - Where is leadership?
 - Leadership and management
 - Defining leadership
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Module 2: Traditional leadership approaches

The aim of this module is to trace how our understanding of leadership has developed over time from the early view of leadership as the preserve of a 'great man' to the continual popularity of the perspective that leadership is a way of behaving that can be learned. It goes on to explore how leadership behaviour is contingent on factors such as the context, the goal to be achieved and the relationship between leader and follower.

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

- Explain the historical development of trait and behavioural leadership theories
- Critically examine the relevance of these theories for today's organisations
- Leading innovation in organisational environment
- Reflect on their own personality and behaviours in terms of leadership capabilities
- Describe four contingency theories of leadership
- Critically examine the relevance of these theories for today's organisations
- Topics covered are as follows:

Topics covered are as follows:

Types of leadership

- Personality and trait theories
 - Behavioural and style theories
 - Situational leadership
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Module 3: Modern approaches to leadership

The aim of this module is to examine influential theories that remain dominant today.

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

- Describe modern leadership theories
- Critically examine the relevance of these theories for today's organisations
- Apply understanding of leadership theories to a real-life case study

Topics covered are as follows:

- Transactional leadership and transformational leadership
 - Servant leadership
 - Charismatic leadership
 - Inspiration from digital leaders
 - Authentic leadership
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Module 4: Perceived Leadership Effectiveness / Ineffectiveness

The aim of this module is to explore an often-neglected aspect of leadership which is effectiveness. Moreover, it provides a new dimension to the topic by illustrating leadership ineffectiveness which is rarely considered in leadership studies.

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

- Understand why perceived leadership effectiveness is important
- Describe Hamlin's generic model for leadership effectiveness and ineffectiveness
- Explain how effective leadership has evolved after the foundation of Hamlin's model

Topics covered are as follows:

- Taxonomy of positive (effective) vs negative (ineffective) leadership behaviours.
 - Leadership behaviours can be generalised and used anywhere.
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Module 5: Cultural Intelligence, a Competency of Effective Leaders

The aim of this module is to understand cultural intelligence (CQ) and its four main dimensions. Culture, as the main component of CQ, will be thoroughly discussed in order to understand what culture is and what it is not.

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

- Explain what cultural intelligence (CQ) is
- Understand and apply cultural intelligence dimensions
- Describe malleability and nobleness within CQ
- Critically examine CQ and leadership effectiveness

Topics covered are as follows:

- Evolution of CQ's dimensions over time
 - Challenges and critique of CQ
 - Considering culture within cultural intelligence
 - The Douglasian Cultural Framework (DCF) and the difference between DCF and national culture
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Module 6: The Sustainable and Adaptive Leadership Model

The aim of this module is to articulate the link between cultural intelligence, the Douglasian Cultural Framework and Hamlin's model for leadership effectiveness and ineffectiveness. It provides a novel and practical approach to organisations and individuals to utilise in the real world.

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

- Critically examine the dynamic approach to leadership. Integration of the components.
- Understand what cultural hybridity is and how to apply it / interpret it in real world.

Topics covered are as follows:

- Intelligent dynamicity and change mechanism
 - The emerging behavioural patterns (positive and negative, or effective and ineffective) from the sustainable and adaptive leadership model
 - Application of the sustainable and adaptive leadership model in intelligent platform dynamics
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Module 7: Leadership and strategy in contexts

The aim of this module is to explore various contexts of leadership and the practices and challenges of leadership in different circumstances.

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

- Explain the criticality of leadership in delivering strategy
- Describe the leadership challenges faced in differing contexts
- Debate the view that there is 'one right way to lead'

Topics covered are as follows:

- The relationship between leadership and strategy
 - Entrepreneurial leadership and mindset
 - Leadership in creative industries
 - Project leadership
 - Leading digital transformation initiatives
 - Leading knowledge management
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Module 8: Gender, ethics and leadership

The aim of this module is to explore leadership from a macro perspective. Specifically, we will look at the effects of gender and ethics on leadership.

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

- Critically discuss contemporary approaches to understanding how gender can impact leadership
- Analyse views on gender and leadership
- Debate approaches to leadership in different cultural contexts
- Explain leadership effectiveness and gender
- Understand the concepts of ethics and ethical relativism
- Explore ideas around ethical and toxic leadership
- Relate critical thinking in ethics and leadership in different contexts

Topics covered are as follows:

- Leadership and gender
- Leadership and ethics
- Ethical relativism
- Ethics in business and technology platforms