

**COURSE SPECIFICATION DOCUMENT**

<b>Academic School / Department:</b>	Richmond Business School
<b>Programme:</b>	Masters of Business Administration
<b>FHEQ Level:</b>	7
<b>Course Title:</b>	Leading, Coaching, Mentoring
<b>Course Code:</b>	HRM 7110
<b>Course Leader:</b>	Carola Hieker
<b>Student Engagement Hours:</b>	200 (standard 4 credit MA course)
Lectures:	39
Seminar / Tutorials:	6
Independent / Guided Learning:	155
<b>Semester:</b>	Spring
<b>Credits:</b>	20 UK CATS credits 10 ECTS credits 4 US credits

**Course Description:**

This course is designed to develop the students ability to lead, coach and mentor others in a business environment. Students will be enabled to critically reflect and apply the organisational and psychological dimensions of inspiring, empowering and motivating teams. Methods including action learning as well as peer feedback will raise self-awareness and foster students' personal and professional development.

**Prerequisites:**

N/A

**Aims and Objectives:**

The aim of this course is to develop the students' leading, coaching and mentoring skills and facilitate acquiring a leadership style, which is appropriate for a leader in the 21<sup>st</sup> century. Concepts such as authentic leadership or emotional intelligence are critically reflected upon, and the students are enabled to practise the coaching and mentoring skills, which are essential for sustainable leadership.

A critical reflection of the role and practice of leadership will help students develop a personal and professional leader identity. The reflection on different leadership paradoxes as maximising revenues and at the same time pursuing corporate social responsibility helps students to incorporate a critical ethical dimension to their future leadership practice.

**Programme Outcomes:**

A1, A2, A4, A5  
B1, B2, B3, B4, B5  
C1, C2, C3, C4, C5  
D1, D2, D3, D4, D5

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and found at: <https://www.richmond.ac.uk/programme-and-course-specifications/>

**Learning Outcomes:**

By the end of this course, successful students should be able to:

**Subject Knowledge and Understanding**

- Critically interpret the context of leadership, including the elements of coaching and mentoring.
- Analyse what successful and sustainable leadership is, recognise opportunities for leadership and learn how to influence others to achieve corporate success and development.
- Understand and recognise own pre-conceptions and those of others in change and corporate management.
- Identify the leadership skills that are needed to accelerate change across an organisation.

**Cognitive Skills**

- Use leadership ideas at a high level of abstraction.
- Evaluate statements in terms of evidence.
- Flexibly and creatively apply the knowledge of leading, mentoring and coaching in unfamiliar leadership situations.

**Subject Specific, Practical and Professional Skills**

- Engage as a leader and as a team members in group work that will require intellectual, reflective and analytical application.

**General/Transferable Skills**

- Effective oral and written communication in a range of traditional and electronic media.

**Indicative Content:**

- Model and theoretical perspectives on conscious leadership
- Adaptive Leadership
- Team Leadership
- Leadership Ethics
- Coaching and mentoring models and approaches
- Reflection and awareness on individual and group behaviour in response to hierarchies and leadership
- Psychological perspective on self: including a theoretical and practical framework for developmental coaching and mentoring

**Assessment:**

This course conforms to the Richmond University Standard Assessment Norms approved at Academic Board.

**Teaching Methodology:**

The course will be taught through lectures, seminars, tutorials, workshops, and practical sessions.

**Bibliography:**

See syllabus for complete reading list.

**Required Text:**

- Daft, R. (2018). *Leadership experience*. 7th ed. New York: Cengage learning.
- Goffee, R., & Jones, G. (2000). Why Should Anyone Be Led by You? *Harvard Business Review*, 09(10), 1–12.
- Goleman, D. (2008). Social Intelligence and the Biology of Leadership. *Harvard Business Review*
- Goleman, D. (2013). The focused leader. *Harvard Business Review*, 91(12), 50–60. Retrieved from <https://hbr.org/product/the-focused-leader/R1312B-PDF-ENG>
- Ibarra, H. (2015b). The Authenticity Paradox. *Harvard Business Review*, 93(1/2), 51–59.
- Kegan, R., & Lahey, L. L. (2009). *Immunity to change: How to overcome it and unlock the potential in yourself and your organization (center of public leadership)*. Boston, MA: Harvard Business Review Press.
- Jowitt, A., Holton, V., & Jones, P. (2016). *How to coach your team: Release team potential and hit peak performance*. Harlow, United Kingdom: FT Publishing International
- Northouse, P. G. G. (2016). *Leadership: Theory and practice, 6th Edition (7th ed.)*. Thousand Oaks: SAGE Publications.

**Indicative Text(s):**

### ***Journals***

- Harvard Business Review (Harvard Business School).
- Journal of General Management (Braybrooke Press Ltd).
- Journal of Management Studies (Blackwell).
- Leadership and Organisation Development Journal.
- Strategic Management Journal (Wiley).

### **Industry Insights**

- McKinsey Quarterly (McKinsey & Co.).
- PwC 365
- Oliver Wyman Ideas
- Warren Buffett's Annual Shareholder Letters

### ***Web Sites***

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**Change Log for this CSD:**

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
Title, content, reading list		