



## The Centre for Leadership Studies

MA Pathway in Leadership Studies  
by Coached Distance Learning

[www.exeter.ac.uk/leadership](http://www.exeter.ac.uk/leadership)



"I found the two years with the Centre for Leadership Studies to be an amazing experience. I learnt so much about myself and my framing of my leadership arena. This came from not only the course material, but also the coaching that the experienced staff provided and the experiences of other students, who came from very different working environments and therefore could provide contrasting perspectives on topical issues."

Bobby Watkins, Consumer Division Manager, Acer UK

## WELCOME

The MA Pathway in Leadership Studies at the University of Exeter Business School is best described as 'close distance learning'. Many business schools claim to provide unique forms of management and leadership education; our mix of e-learning, coaching, and workshops is definitely out of the ordinary. For over ten years, the Centre for Leadership Studies has been working with practising and potential leaders from all kinds of organization to encourage a critically reflective approach. We see leading and leadership as activity and theory, inseparable, that both need thinking about in depth and detail. Our academic faculty and coaches all see leading as socially and culturally embedded. This informs our MA programme and makes it relevant to students around the world. Finally the flexibility of the programme allows it to fit with and around already busy working lives. We look forward to welcoming you on the programme.

**Dr Scott Taylor**  
Programme Director

## THE UNIVERSITY OF EXETER BUSINESS SCHOOL

The Centre for Leadership Studies is part of The University of Exeter Business School, which offers a research-learning culture that delivers an outstanding student experience, backed by an international presence and reputation. These qualities have contributed to substantial growth in income, research capabilities and student numbers in recent years.

The Business School has risen rapidly in the league tables. The 2009 Times Good University Guide now ranks the Business School in the Top Ten for all of its subjects. This rise in reputation is matched by the University as a whole; the University of Exeter is a top twenty university, ranked at 13 in The Times 2009 Good University Guide, and was the Times Higher University of the Year 2007-8.

For more information see [www.exeter.ac.uk/business-school](http://www.exeter.ac.uk/business-school)

## THE CENTRE FOR LEADERSHIP STUDIES

The Centre for Leadership Studies, is one of the leading European windows onto the study, development and practice of leadership. The Centre works with partners and associates around the world to research leading in action, develop leadership talent, and advise on leadership strategies. Faculty conduct research into the personal challenges of leadership, leadership education and development, leading for organizational performance, and leading change.

For more information see [www.exeter.ac.uk/leadership](http://www.exeter.ac.uk/leadership)





## How is the MA Pathway in Leadership Studies different from an MBA?

"MBA taught me about how a business functions, the MA in leadership studies is far more inward looking. It is teaching me how I fit within the organisation. The MBA teaches what you need to do in a modern organisation, the MA in leadership is more about how you go about doing it. It is therefore a very personal experience as what you are taught is subject to your own thoughts and ideas on the body of knowledge on the subject , and how you go about practising leadership in your day to day role."

Ian Richards  
Regional Operations Manager- Central and Scotland,  
Sibelco UK

## WHY STUDY THE MA PATHWAY IN LEADERSHIP STUDIES?

If you are experiencing the need to develop yourself as a leader, this programme will help you. It addresses a wide range of leadership development topics, which can benefit you at different levels, depending on your experience. You might be a new leader, so the programme could help you make the transition from individual contributor to effective leader. You might be a more experienced leader; then the programme can help you address situational decisions you face. Wherever you are in your career and whatever organization you work in, the programme will help you work through the ethical dilemmas, complexity, and tensions of leading.

This multi-faceted approach encourages analysis of individual situations, identification of relevant characteristics and issues, and appropriate decision making. The programme is based on the understanding that leadership problems are always unique and require evaluation of many criteria to come to decisions.

We are also proud that there is no archetypal student studying the MA Pathway in Leadership Studies. Some characteristics are common. She or he will have several years' work experience, will occupy a senior management position, may already have studied general management, and will welcome the opportunity to prepare for a relevant higher qualification while maintaining their day-to-day responsibilities.



## COACHED DISTANCE LEARNING

Organizations today require leaders who think flexibly, practice subtle management skills, communicate well, and can work with diverse groups of people. With our unique coached distance learning, you can develop these capabilities and others with like-minded professionals from all over the world.

For the leaders we work with, we find that traditional classroom methods struggle to deliver these capabilities. Practising and studying leadership involves engaging with the experience of your own leadership situations, and conventional education may miss the opportunity to use this experience as part of the learning process. Coached learning means the learning and advice you receive is closely related to your current practice.

The unique coached element of the MA programme is a weekly two-way dialogue with an experienced leadership coach that will significantly develop the way you practice and think about leadership. Relating theories and ideas to your own personal experience as both a leader and a follower is the main aim of the coaching relationship.

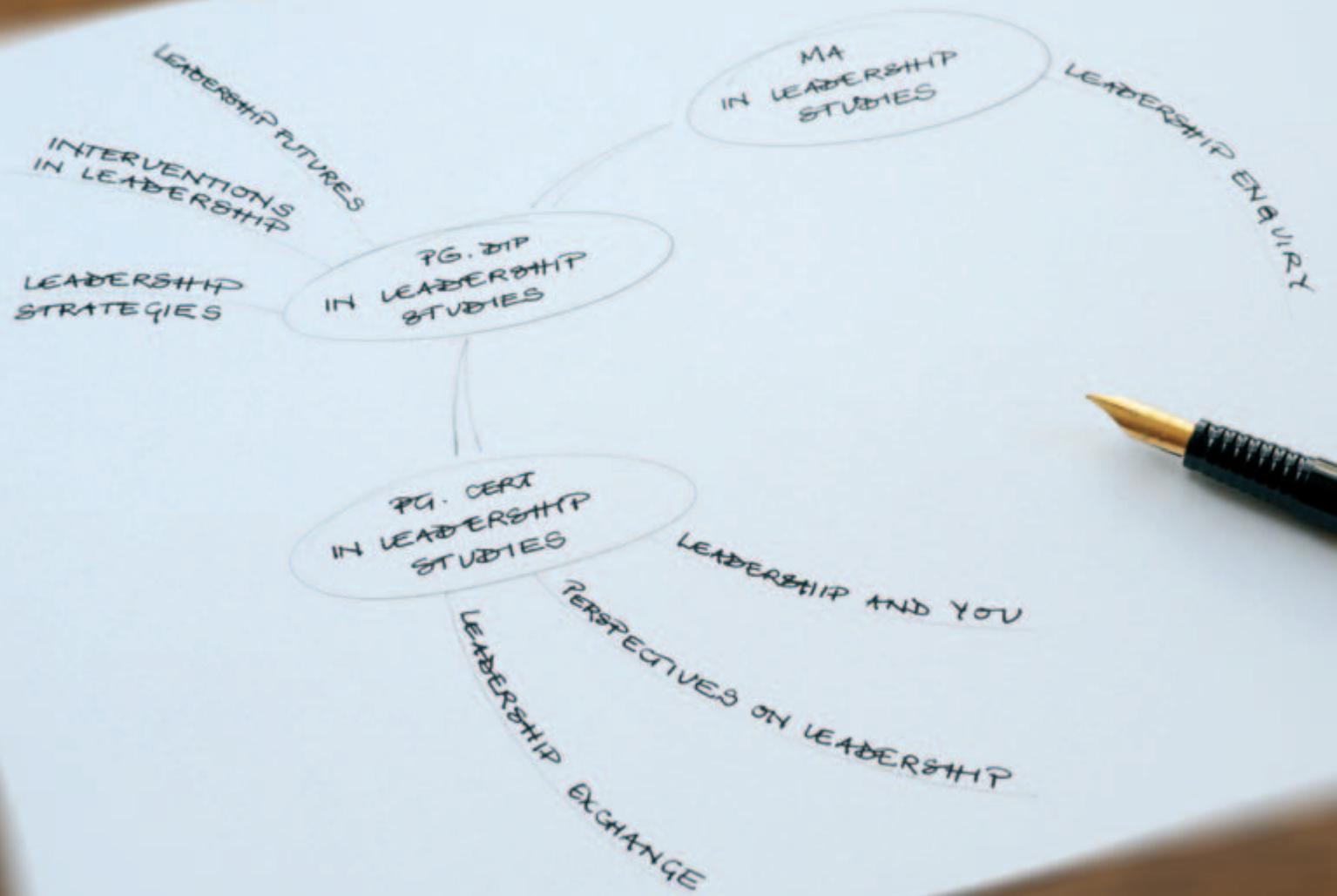
With coached distance learning, all of your coursework, class discussion and group projects take place at times that suit your own schedule. There are no fixed lecture times, the classroom is always open and you do not need to fit into someone else's timescale. You can interact with your coach and fellow students whenever and wherever you like.

Of course, you would expect a degree from the University of Exeter to be demanding, and you would be right. The academic standards required for our online programmes are just as high as those for the on-campus equivalents. This is no soft option. However, while the programme is challenging it never feels like a solo effort. From the moment your programme starts, you are in constant discussion with your classmates, you get regular feedback from your coach, and continuous support from programme manager and director.

A close-up photograph of two hands reaching towards each other from opposite sides. The hands are set against a dark, smoky background with a bright, glowing blue energy field between them, resembling a lightning bolt or a plasma sphere. The hands are partially illuminated by this light.

"Leadership knows no boundaries. You don't need to be in a classroom to fully grasp and understand leadership. The Centre for Leadership Studies creates an interactive, relevant and dynamic program that I can feel part of...all the way from Canada. It is where you can combine thoughts and practice to better understand yourself, the class and the concepts."

Sam (Ajit) Thiara, Student Affairs Officer,  
Faculty of Business, Simon Fraser University, Canada



## PROGRAMME STRUCTURE



" Can you believe a Tokyo-based, middle-aged business man who is busy travelling the world is studying leadership at Exeter University every night? The leadership I'm studying here might be different from what you think it is. I find it is more artistic than scientific."

Saburo Haruta, Team Leader,  
LNG & Tank Calibration Team,  
Second Survey Service Center,  
NKKK (Nippon Kaiji Kentei Kyokai), Japan

Not sure whether to commit to a Masters programme? You can enrol at Postgraduate Certificate or Diploma level and leave with that award, or you can continue to build your credits towards the final award of an MA

"For a practice such as leadership, I see 'knowing' as something to be produced in the midst of action. One of my roles is to continually challenge any easy acceptance of academic ideas and theories the students are reading about. When I see this happening, I encourage them to pay attention to their own experience and the personal theories of action they've developed, and to use this knowing to examine these ideas and models more critically. What is important is the practical learning that occurs in the interplay between enactment and feedback in real time, where theory informs practice, and practice informs theory."

Keith Kinsella,  
Coach,  
MA Pathway in Leadership Studies



## POSTGRADUATE CERTIFICATE IN LEADERSHIP STUDIES

The Postgraduate Certificate in Leadership Studies gives you insight into your own leadership style, a new perspective on what leadership is, and the chance to gain insight into the actual process of leadership by observing another leader.

### **Phase 1: Leadership and You**

Beginning with an analysis of your own leadership learning preferences, needs, personality and leadership style, you will gain insight into the psychological and sociological dimensions of leadership and team working in organizations. These insights, supported by feedback from peers and your coach, will enable you to construct your own programme to guide your development and growth as an effective leader.

### **Phase 2: Perspectives on Leadership**

Leadership is not what it appears to be. In this phase you review classical and traditional perspectives on leadership, and encounter others developed more recently. In building up your understanding of these perspectives, you will engage with inter-related bodies of knowledge, including leadership studies, social psychology, organization theory, strategic management, philosophy, and social anthropology. These perspectives will give you the tools to challenge your own and others' traditional understandings of leadership and develop more sophisticated explanations of how leadership works within organizations.

### **Phase 3: Leadership Exchange**

In Phase 2 you explore how leadership happens in theory; in this phase you see how it really happens in practice. Using experiential learning and anthropological research methods, you closely observe another leader, a fellow student from the programme, performing her or his organizational role. In turn, you are also observed by your exchange partner, giving and receiving feedback on each other's approach to leadership. You discuss the experience with your exchange partner and your coach, deriving the key learning points to develop your effectiveness as a leader.

## POSTGRADUATE DIPLOMA IN LEADERSHIP STUDIES

Following on from the Certificate, the Diploma investigates how leadership works with strategy and the process of change, explores the nature and practice of leadership interventions such as coaching, and takes a look into contemporary and future challenges to leadership.

### **Phase 4: Leadership Strategies**

Making strategy and managing change are key leadership activities that are always guided by concepts and models developed through research, whether we are aware of them or not. In this phase you will learn about key concepts relating to formulation and implementation of strategy. You will also study a range of tools and models concerned with the process of managing strategic change, applying all of this learning to detailed case studies. This phase encourages you to pay particular attention to the human, emotional, and ethical dimensions of organizational strategy and change.

### **Phase 5: Interventions in Leadership**

This phase looks at leadership development interventions, such as coaching. You will develop the context-sensitive skills required to contract for, and decide upon, developmental interventions and enhance existing skills required to bring developmental projects to a successful conclusion. Consulting skills are also covered, and you will explore problem diagnosis and giving feedback.

### **Phase 6: Leadership Futures**

The overall aim of this phase is to help you become aware of differences in approaches to research prevalent in the study of leadership, with an eye to current and future challenges facing leaders and leadership. In order to do this, the phase revisits territory covered in previous phases but, in each case, the terrain is explored in a deeper and more critical manner. There is emphasis on critical analysis of theories of leadership, how cultural values inform notions of leading and leadership (including analysis of Chinese, Islamic, and Indian contexts), and the potential contribution of leaders to shaping difficult, often contested, organizational futures.

## MASTER OF ARTS IN LEADERSHIP STUDIES

This final stage results in the award of an MA in Leadership Studies. It draws on the various approaches to research introduced during the programme phases, and challenges you to put them into practice by undertaking research into leadership. This involves working on a dissertation that investigates a theoretical or practical issue in leadership, with expert supervision and support from faculty throughout. Faculty and coaches also run a dissertation workshop before this phase that you can choose to attend.

### **Phase 7: Leadership Enquiry**

The first part of this phase asks you to write a short research proposal, to explore the knowledge and skills needed to undertake research into leadership. An understanding of what counts as reliable knowledge is crucial to reading and conducting research, so we ask you to think about what knowledge is and how it is derived when studying organizations and leadership. You look into research methods that have proven successful in the study of leadership to identify the best method for undertaking your own dissertation research.

Equipped with this understanding of research methods and methodology, you can embark upon your dissertation research. What this is will be entirely individual, depending on how your interest has developed over the course of the programme. You may have become fascinated by an issue connected with leadership theory; alternatively, you may wish to investigate a practical issue connected with leadership, or most likely, a combination of theory and practice.

## FACULTY

### Programme Director



#### Scott Taylor

Scott joined the Centre for Leadership Studies in September 2008, from the University of Essex. He has also researched and lectured in the business schools of Manchester

Metropolitan, Open and Birmingham universities. Scott's research is based on analysis of people's experiences of work, management, and leadership. He is currently researching spirituality and leadership, charismatic leadership, and the marriage bar.

### Coaches



#### Geoff Ahern

Geoff holds degrees from University of Oxford and the London School of Economics, and has tutored with the Open University.

He is currently a Fellow of the Centre for Leadership Studies. He has delivered executive coaching and organizational consulting to over thirty household name organizations, and led the executive coaching delivery for RightCutts Management Consultants. He was Director of Research and Programmes at Maresfield Curnow, with particular responsibility for continuing professional development of experienced management consultants.

The international faculty in the Centre bring a wide range of interests and research methods to the study of leading, leadership, and being led. Most have experience either in organizations or as consultants. Their research looks at the social identity of leaders, differences/similarities between managers and leaders, team leadership, gender and leadership, organizational change, board-level leadership, and spiritual/religious leadership. They work with all sorts of leaders, in private, public and voluntary sectors, men and women. They make use of theory from leadership studies, business and management studies, psychology, sociology, and anthropology. All faculty present their work at academic and practitioner conferences around the world, and write peer-reviewed academic papers, books, articles in practitioner journals and newspapers, and research reports. There are more details on the Centre for Leadership Studies website ([www.exeter.ac.uk/leadership](http://www.exeter.ac.uk/leadership)).



### **Val Brookes**

Val works independently as a coach with leaders and managers, mainly in the public sector. She works with individuals, teams and networks that are seeking to improve their effectiveness, improve strategic thinking, or looking to make a 'transition' in their career/role. She usually works through one to one coaching or facilitation of small group work. She is also an active Fellow of the Centre for Leadership Studies, holds an MPhil in Education, and is currently external examiner for the Scandinavian International Management Institute, Copenhagen.



### **Sue Chapman**

Sue is an independent management consultant, coach and group facilitator based near Exeter. Her local clients in Cornwall and Devon include The Eden Project, Tate St Ives, Truro College Business Centre and Riverford Organic Vegetables. She is a graduate of the Management School at Lancaster University and tutors at University of Warwick. In addition to her role as coach on the MA Leadership Studies programme. Sue is also an Affiliate of the Centre for Leadership Studies, with responsibility for the Executive Education Cluster exploring how organizations address sustainable development.



### **Keith Kinsella**

Keith is an engineer and has an MBA from the London Business School. He has worked for many years designing and facilitating situated and 'emergent' development programmes for executive teams, action inquiry sets, and partnership networks with firms like the BBC, VISA, NATS, Selex and the Prudential. He focuses on helping individuals and groups exploit tacit knowledge, adopt improvisatory approaches to change, and embed their learning in everyday practice. He is a long-standing Affiliate of the Centre for Leadership Studies and is currently completing his PhD on 'close learning' - developing leadership in real time - at the University of Bath.



### **Jamie Stewart**

For the past twenty years Jamie Stewart has specialised in executive development in a wide range of organizations both in the public and private sectors, including Heinz, BBC, Pfizer and UK strategic health authorities. He currently spends most of his time designing and delivering leadership and senior executive team development solutions, including executive coaching, for large global organizations such as, Disneyland Paris, Deutsche Bank, the Wrigley Company, Mars and Diageo. He is a graduate from the Management School at Lancaster University and an Affiliate of the Centre for Leadership Studies.

## FEES AND FUNDING

### **Fees and funding**

Tuition fees for the PG Certificate, PG Diploma and MA programmes can be found on our website at:

[www.exeter.ac.uk/leadership/ma/fees](http://www.exeter.ac.uk/leadership/ma/fees)

### **Bursaries**

We are able to offer a bursary to self-funding students of up to £1,000.

### **Groups**

We believe that organizations benefit most from our programme when several people participate as a group and offer a discount when three or more members of the same organization are sponsored on the programme.

Please contact us for further information.

## HOW TO APPLY

If you would like more information about the programme or our entry requirements please contact

Sue Murch  
Leadership Programme Manager  
T: +44 (0)1392 262558  
E: Sue.Murch@exeter.ac.uk

You can apply online by visiting

[www.exeter.ac.uk/leadership/ma/apply](http://www.exeter.ac.uk/leadership/ma/apply)

If you would like a paper copy of the application form please contact Sue Murch as above and return the form to:

Sue Murch  
Leadership Programme Manager  
University of Exeter Business School  
Xfi Building, Rennes Drive  
Exeter EX4 4ST

### Programme Manager



#### Sue Murch

Sue has extensive experience of administration in executive education having previously worked on the Exeter MBA programme. In 1997 she was appointed Administrator at the Centre for Leadership Studies when it was established as a specialist centre for the advanced study of leadership and leadership development. Sue is now Leadership Programme Manager for a range of programmes run by the Centre including the MA, MRes and Certificate and Diploma in Leadership Studies. Her role is to ensure that your pathway through the programme runs smoothly by acting as your point of contact from your first enquiry until the day you graduate.

**University of Exeter Business School**

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