

MODULE SPECIFICATION FORM

Module Title: Leadership and People Management	Level: 7	Credit Value: 20
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Module code: BUS745 (if known)	Cost Centre: GAMP	JACS2 code*: N600
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Semester(s) in which to be offered: 1 or 2	With effect from: January 2015
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Office use only: To be completed by AQSU:	Date approved: September 2012 Date revised: January 2015 Version no: 2
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Existing/New: New	Title of module being replaced (if any):
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Originating Academic area: Management	Module Leader: Carrie Foster
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Module duration (contact hours/directed & private study): 200 hours (33/167)	Status: core/option/elective (identify programme where appropriate): Core
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Percentage taught by Subjects other than originating Subject (please name other Subjects):	None
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Programme(s) in which to be offered: MBA; MBA (Marketing); MBA (HRM); MBA (Accounting & Finance); MBA (International Business); MSc Management; MBA (IT Management); MSc Project Management	Pre-requisites per programme (between levels): None	Co-requisites per programme (within a level): none
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Module Aims:

1. To develop a critical awareness of leadership theories, models and research and its relationship to other critical organisational behaviour concepts (such as groups, culture, motivation, learning, attitudes etc.)
2. To enable students to critically evaluate the usefulness of leadership, followership and related organisational behaviour concepts and apply them with discernment in an organisational context
3. To encourage students to reflect on their own leadership propensities and develop insights to enhance their leadership and followership skills within the context of contemporary organisational settings

Expected Learning Outcomes

At the end of this module, students should be able to:

Knowledge and Understanding:

1. Understand, explain and critically evaluate the nature and role of leadership, management and related Organisational Behaviour concepts and paradigms in a contemporary organisational context
2. Understand, evaluate and apply, where suitable, a range of leadership and Organisational Behaviour paradigms and theories
3. Identify, evaluate and implement with discrimination, appropriate leader behaviours and attitudes to demonstrate effective leadership within an organisational setting

Transferable/Key Skills and other attributes:

- thinking critically and creatively: analysing, synthesising and critically appraising current and predicted changes in the external environment as they relate to attitudinal, behavioural, and skill requirements of employees.
- assessing and evaluate people-related factors that effect achievement of organisational success, within their own organisations and others.
- using information and knowledge effectively: challenging, authenticating and applying models to specific personal/team/ function and corporate scenarios. Identifying assumptions, evaluating statements, reviewing evidence, identifying values and generalising appropriately
- communicating effectively: listening using oral and written communication to convey complex ideas and arguments, using a range of media including business reports
- exhibiting personal effectiveness: critical awareness, self-reflection and self-management, sensitivity to diversity and ability to learn through reflection on practice and experience

Assessment: please indicate the type(s) of assessment (eg examination, oral, coursework, project) and the weighting of each (%). **Details of indicative assessment tasks must be included.**

Assessments are designed to assess knowledge and understanding of key concepts and issues, to involve the exercise of critical judgement and to examine the student's capacity to integrate theory and practice.

Students are encouraged to review practice over a range of organisational contexts, showing awareness of their variety and will be expected to develop solutions to problems or answers to questions within to their own or other organisations. Students should demonstrate awareness of current thinking, research or best practice in support of their arguments and that their solutions could be implemented within organisations.

Early assessment of group activity allows students to gain formative feedback in the early part of the module, this is complemented by in class activities, allowing students to use feedback to feed forward into their understanding and performance in later work; emphasis will be placed on application of academic skills such as analysis, referencing etc.

Assessment 1 might involve researching allocated leadership paradigms presented in class.

Assignment 2 might involve: negotiated activity: dealing with leadership issue within context of student's organisation or a case study : identifying problems, evaluating and developing strategy , based on literature, research and best practice, development of recommendations for improved effectiveness

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
Coursework	1,2	Group research activity. Group and individual grade awarded	50%		2,000
Coursework	1,2,3	Coursework	50%		2,000

Learning and Teaching Strategies:

This module will be delivered through a series of lectures which will provide a core of formal input to deal with concepts, information and theory, supplemented by class activities, case studies, workshops, exercises, discussions etc. to support input. However, by the nature of the subject, students must be involved in discussion, exploration and questioning of the ideas and concepts presented, so that they are able to personally reflect on issues and to make connections between theory and their personal practice. There will be a strong emphasis on application of theory in the workplace /home context and thus the strategy is to establish an active learning environment within the student cohort, in which the experience of all class members can be drawn upon to enrich the learning experience for all members of the group.

Syllabus outline:

Nature and importance of leadership and the context of organisational behaviour

Leadership and Management, leadership behaviours, attitudes and styles

Leadership paradigms and theories of leadership:

- Traits, motives and characteristics of leaders;

- Contingency and situational leadership;
- Charismatic and transformational leadership
- Beyond heroic leadership: distributed leadership, servant leadership and other emergent leadership concepts

An overview of organisational behaviour theories and concepts-

- Motivation
- Attitudes
- Teams & groups

Meta themes in leadership and organisational behaviour

Cultural/Gender diversity issues

Developing leadership/ followership skills

Leadership in context (public / voluntary/ international leadership)

Bibliography

Essential reading:

Buchanan, D, and Huczynski, A. (2007) *Organisational Behaviour [6 edn]* Harlow: FT Prentice Hall

Other indicative reading:

Avery, G. (2004) *Understanding Leadership* London: Sage

Bratton, J., Grint, K and Nelson, D. L. (2005) *Organizational Leadership* New York: Thomson South Western

Brooks, I. (2009) *Organisational Behaviour: Individuals, Groups, and Organisations*[4 ed] Harlow: FT Prentice Hall

Colquitt J, LePine, J and Wesson, M (2010) *Organizational Behaviour* Boston: McGraw-Hill

Daft, R (2006) *The Leadership Experience* New York : Thomson South Western

Du Brin, A.J. (2007) *Leadership: Research Findings, Practice and Skills* [5 edn] Boston: Houghton Mifflin

Gill, R (2006) *Theory and Practice of Leadership* London: Sage

Mabey, C and Finch-Lees,T (2008) *Management and Leadership Development* London: Sage

Martin, J. (2005) *Organizational Behaviour and Management* [3 ed] London: Thomson Learning

Mullins, LJ (2008) *Essentials of Organisational Behaviour* [2 ed]Harlow: FT Prentice Hall

Performance and Innovation Unit (2005) *Strengthening Leadership in the Public Sector, a Research Study by the PIU*, London: Cabinet Office

Mullins. LJ,(2005) *Management and Organisational Behaviour* [7thedn] Harlow: FT Prentice Hall

Northouse, P.G. (2009) *Introduction to Leadership , Concepts and Practice* London: Sage

Northouse, P.G. (2007) *Leadership Theory and Practice* [4 ed] London: Sage

Robbins, S. and Judge, T (2009) *Organizational Behaviour I* New Jersey: Person Prentice Hall

Robinson Hickman,G (1998) *Leading Organisations :Perspectives for a New Era*, Thousand Oaks : Sage Publications

Storey, J. (2004) *Leadership in Organisations; Current Issues and Key Trends* London: Routledge

Yukl, G. (2002) *Leadership in Organisations* [5ed] Upper Saddle River, NJ: Prentice Hall

Web Resources

Advancing Women.com/leadership
Centre for Excellence in Leadership
Chartered Management Institute
Chartered Institute of Personnel and Development
Council for Excellence in Management and Leadership
CronerWebcenter; Human Resources Centre
Harvard Business on-line
Harvard Business online: Leaderships Alert
Institute of Leadership and Management
HR Gateway e-book (2004) *Women and Leadership: Perceptions and Experience of Female Progression in the Workplace*
National College for School Leadership
National Leadership and Innovation Agency for Healthcare
NHS Leadership Centre
OFSTED (2003) *Leadership and Management What Inspection Tells Us*. OFSTED Publications Centre
The Leadership Foundation for Higher Education
The Work Foundation

Journals such as

Public Management Review
Education Management Administration and Leadership
Harvard Business Review
Harvard Management Communication Letter
Human Resources Magazine
International Journal of Organisational Behaviour
Leadership
Personnel Today
Personnel Today Public Sector Special
Public Administration Review
Public Management Review
Training Magazine