

MODULE SPECIFICATION FORM

Module Title: Excellence through Leadership	Level: 7	Credit Value: 10
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Module code: BUS765	Cost Centre: GAMP	JACS2 code: N210
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Semester(s) in which to be offered: N/A	With effect from: November 2015
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Office use only: To be completed by AQSU:	Date approved: July 2013 Date revised: November 2015 Version no: 2
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Existing/New: Existing	Title of module being replaced (if any):
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Originating Department: Business and Management	Module Leader: Jan Green
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Module duration (total hours): 100	Status: core/option/elective (identify programme where appropriate): Core
Scheduled learning & teaching hours: 25	
Independent study hours: 75	
Placement hours: 0	

Percentage taught by Departments other than originating Department (please name other Departments): None
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Programme(s) in which to be offered: Executive Master of Business Administration	Pre-requisites per programme (between levels): None	Co-requisites per programme (within a level):
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<p>Module Aims</p> <p>This module will enable students to develop a critical awareness of leadership theories, models and research and its relationship to other critical organisational behaviour ("O.B") concepts (such as culture, motivation, learning, attitudes etc.).</p>

Students will critically evaluate the usefulness of leadership, followership and related organisational behaviour concepts and apply them with discernment in an organisational context.

Students will be encouraged to critically evaluate 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. Conceptually understand, explain and critically evaluate the nature and role of leadership, management and related O.B. concepts and paradigms in a contemporary organisational context.
2. Comprehensively understand, evaluate and apply, where suitable, a range of leadership and O.B. 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:

- Use information and knowledge effectively in order to abstract meaning.
- Solve complex problems using appropriate decision-making techniques.
- Communicate effectively using listening, oral, written and media techniques.
- Effectively use Communications Information Technology tools and packages.
- Demonstrate effective performance within a team environment.
- Select appropriate leadership styles for different situations.
- Recognise and address ethical dilemmas and corporate social responsibility issues.
- Manage creative processes, organise, synthesise and critically appraise.

Assessment

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 can be implemented within organisations.

The assignment might involve a 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 and the 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
One	1,2,3	Coursework	100%		2,000 to 3,000

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 context and thus the strategy is to establish an active learning environment within the student cohort, in which the experience of all members can be drawn upon to enrich the learning experience for all members of the group.

Syllabus Outline

1. Nature and importance of leadership and the context of organisational behaviour
2. Leadership and Management, leadership behaviours, attitudes and styles
3. Leadership paradigms and theories of leadership:
 - 3.1. Traditional leadership theories
 - 3.2. Charismatic and transformational leadership
 - 3.3. Beyond heroic leadership: distributed leadership, servant leadership and other emergent leadership concepts.
4. An overview of organisational behaviour theories and concepts:
 - 4.1. Motivation
 - 4.2. Attitudes
 - 4.3. Perception
5. Meta themes in leadership and organisational behaviour: engagement, influencing, followership
 - 5.1. Cultural/Gender diversity issues
 - 5.2. Developing leadership/ followership skills
 - 5.3. Leadership in context (public / voluntary/ international leadership)

Bibliography

Essential Reading:

Buchanan, D, and Huczynski, A. (2010) Organisational Behaviour [7th edn.] Harlow: FT Prentice Hall

Other indicative reading:

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

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

Du Brin, A.J. (2010) *Leadership: Research Findings, Practice and Skills* [6th edn.] Boston: Houghton Mifflin
Gill, R. (2012) *Theory and Practice of Leadership* (2nd edn.) London: Sage
Northouse, P.G. (2009) *Introduction to Leadership, Concepts and Practice* London: Sage
Northouse, P.G. (2013) *Leadership Theory and Practice* [6th edn.] London: Sage
Robbins, S. and Judge, T. (2009) *Organizational Behaviour I* New Jersey: Person Prentice Hall

Web Resources

Centre for Excellence in Leadership
Chartered Institute of Personnel and Development
Council for Excellence in Management and Leadership
Harvard Business online: Leadership 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

Journals

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