

MODULE DESCRIPTOR

MODULE TITLE	Organisational Leadership & Analysis		
Module Code	44-7B18-00S		
Level	7		
Credit Points	15		
Indicative Assessment Components & Percentage Weightings	Coursework 100%		
Pre-Requisite Modules (if applicable)			
Delivered according to Standard Academic Calendar	Long: 2 semesters	Short: 1 semester	Other delivery pattern:
YES	NO	YES	Block

1 MODULE AIMS

The broad aim of this module is to enable students to understand the main influences on their behaviour at work and the central role that the HR leader plays in building and managing a competitive but harmonious organisation. The module will focus strongly on an understanding of organisational theory and the impact that issues like structure, culture and organisational change can potentially have on both individual satisfaction and organisational success. Students will be encouraged to reflect critically on this theory and be able to apply it rationally to their practical work experiences. In doing this, the module aims to equip students with appropriate diagnostic skills so that they can undertake critical analysis of key organisational challenges which impact upon the work of the HR practitioner and leader. The intention, in addition, is to help students to identify key areas for their own development in response to the organisational challenges that HR practitioners face.

2 MODULE LEARNING OUTCOMES BY THE END OF THE MODULE YOU WILL BE ABLE TO

1. Appreciate the critical importance of leadership and management in the field of HRM and how these impact not only upon the behaviour of people but on organisational success
2. Critically analyse the field of organisational theory drawing on a range of different perspectives
3. Assess & evaluate the different stakeholders in terms of their roles and responsibilities, and their influences on one another
4. Explore and explain the role that the external environment plays in influencing organisational designs and structures

5. Recognise the significance of organisational culture, as well as its impact on people, particularly as they attempt to lead and manage organisational change
6. Understand the central place that commitment occupies in HRM theory and practice and how this governs the interaction between organisational members
7. Appreciate the importance & meaning of ethical behaviour within the context of leadership and organisations
8. Use key concepts in team leadership and theories on emotions in organisations to facilitate working with others

3 INDICATIVE LEARNING, TEACHING AND ASSESSMENT ACTIVITIES

This module will be taught in a series of whole-class sessions that allow the flexible use of time to include lectures, video-presentations, debates and discussions, desk-based case studies, exercises and group work.

The lectures will be delivered by subject specialists and are aimed at providing students with a core of knowledge which they will be expected to build upon through their own further reading and critical reflection. Appropriate exercises, case studies or videos, will provide an opportunity for the student to apply some of the concepts learnt and also critique the application of theory to practice by drawing on their own work experience.

Students will be expected to read widely from recommended texts, but also from peer refereed articles, and also be ready to participate and contribute to class discussions of subject areas covered.

Summative assessment will consist of a single component which will be made up of two elements. The Coursework assignment (30%) will be set early in the module delivery so as to provide timely feedback on progress, and an end of module time constrained assessment (70%).

4 INDICATIVE MODULE CONTENTS / TOPICS

- Introduction - perspectives, assumptions, metaphors of organisational theory, the critical role of leadership for HRM.
- Stakeholder Management - seeing HR leadership & management as political, managing key stakeholders: customers, suppliers, employees, as well as different functions departments
- Working With Others - theories of team work and team leadership, perception, emotions, emotional intelligence, conflict
- The study and practice of Leadership and Management: approaches to leadership theory and practice

- Organisational Design & Structure - the role of the external environment and its implications for organisational design
- Managing Culture - analysis and evaluation of different perspectives
- Change Management - planned and emergent change, role of HR leadership within this, cultural change and transformation
- Commitment - role of HR in engendering commitment to the organisation, its goals and practices; examining the nature of employee commitment, how the leader/manager can build commitment, and the main influences on this.
- Ethics - understanding the importance of values and morals upon action and leadership in organisations
- Conclusion - drawing together themes, making sense of HR practice within these frameworks

FURTHER INFORMATION ABOUT THIS MODULE

- FURTHER / ADDITIONAL INFORMATION IS AVAILABLE TO SUPPORT THIS MODULE, INCLUDING ASSESSMENT CRITERIA DETAILING HOW YOUR PERFORMANCE IN THE MODULE WILL BE MEASURED, HOW YOU WILL RECEIVE FEEDBACK, DETAILS OF LEARNING RESOURCES AND KEY READINGS
- THIS INFORMATION CAN BE FOUND IN
 - *The course handbook*
 - *The module handbook*
 - *The Blackboard site for the course*
 - *Assessment briefs*
- NOTE THAT THIS ADDITIONAL INFORMATION MAY BE SUBJECT TO CHANGE FROM YEAR TO YEAR

