

MODULE DESCRIPTOR

MODULE TITLE	Leadership and Organisations		
Module Code			
Level	6		
Credit Points	20		
Indicative Assessment Components & Percentage Weightings	CWEX100		
Pre-Requisite Modules (if applicable)			
Delivered according to Standard Academic Calendar	Long: 2 semesters	Short: 1 semester	Other delivery pattern:
YES	Yes	No	N/A

1 MODULE AIMS

The primary aim of this module is to help participants to get a head start in their leadership careers. The module exposes students to the study and practice of leadership with the aim of providing an insight into leadership and management theory and in so doing enable students to develop the ability to critically analyse and reflect upon leadership theory and practice.

This module provides an essential and critical perspective of leadership theory and its influence on work and management issues. Students are encouraged to develop a personal approach to leadership through a critical understanding of the way in which Organisations are developed and managed and the implications of this for leadership behaviour. As such, it encompasses the classical and traditional views of leadership as a subject that is concerned with a focus on the characteristics and processes of individuals and groups, whilst linking this to a wider organizational perspective, one that is more concerned with the organization as a whole.

The module aims to help students

- To gain a better understanding of the complexity of organizational leadership
- To provide a critical insight into leadership and management theory and in so doing enable students to develop the ability to analyse and reflect upon the role of the leader in Organisations
- To explore emergent theories about management and leadership and to develop an increased awareness of leadership behaviours
- To appreciate the role of coaching and mentoring in developing leaders and managers.
- To develop a personal approach to leadership and think critically about tools for effective leadership

2 MODULE LEARNING OUTCOMES

By the end of the module you will be able to:

1. Critically reflect upon the assumptions underlying different approaches to leadership and organisational analysis
2. Appraise the relationship between theory and practice of leadership and management in Organisations
3. Identify key dimensions of leadership perspectives and critically evaluate the role of the leader in managing the social context
4. Demonstrate the consequences of leadership and evaluate the dynamics of the emergent relationships
5. Identify leadership as a process of adaptation and evolution and critically evaluate the role of coaching and mentoring in developing leadership capability in Organisations
6. Undertake reflective exploration of your own role and approach to leadership, organisation and work management and to develop a personal framework for effective leadership

3 INDICATIVE LEARNING, TEACHING AND ASSESSMENT ACTIVITIES

The module is delivered through a series of sessions covering the key theoretical and practical aspects in the field of organizational leadership. An emphasis is placed on developing the learning environment for creative debate and discussion about relevant issues and concepts.

At the start of the module the taught sessions will present a thematic examination of some of the most influential writings on leadership and the role of coaching and mentoring in developing leadership capability. Students then undertake a group project-based assignment over the following weeks and will be expected to present their reflections on personal leadership styles and implications during the concluding taught sessions. The final sessions will thus encourage discussion of emerging leadership strategies and themes and facilitate the re-examination of the most persuasive concepts so as to enable the student to be better able to reflect critically on the relationship between theory and practice.

The sessions will focus on a range of different teaching and learning strategies designed to encourage critical and reflexive examination of issues covered. Students will need to take responsibility for supplementing the session inputs through the guided readings provided by tutors, the resources for which are available from the material provided and professional and academic journals and textbooks available through the library. Here, the emphasis will be on the application of theory and conceptual frameworks with students being encouraged to reflect critically on their own experience.

The module will be assessed in a variety of ways to ensure both cognitive and employability skills development and to meet the learning outcomes of the module.

Assessment is based on two tasks:

- An individual essay (50%)
- An examination at the end of the module (50%).

Formative assessment will occur through practical exercises and seminar work. Students will be provided with feedback on their progress in achieving the desired outcomes during seminars through discussion with tutors and colleagues.

4 INDICATIVE MODULE CONTENTS / TOPICS

A critically reflexive awareness of leadership might be seen as fundamental to managerial success and emphasis throughout the module will be on the importance of critical analysis. Leadership theory and research, like organization itself, is very diverse, and the dominant themes of thought and current key theoretical issues that have and continue to influence leadership theory and practice are presented in order to stimulate thinking concerning the different approaches to leadership, management and organization analysis.

- Leadership Context
 - Critical and reflective approaches to leadership
 - perspectives on effective leadership behaviour
- Leadership Principles
 - leadership traits and skills
 - Situational theories of effective leadership
 - Charismatic and transformational leadership
- Developing Leadership capabilities
 - Leadership and trust
 - practice of coaching and mentoring
 - strategic leadership
- Organizational leadership
 - Project and team leadership
 - Diversity and Ethical Leadership
 - Developing leadership skills

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 module guide
 - the module blackboard site

NOTE THAT THIS ADDITIONAL INFORMATION MAY BE SUBJECT TO CHANGE FROM YEAR TO YEAR