

H9LEL: Leadership and Ethical Leadership in Non Profit Organisations

Module Code:	H9LEL
Long Title	Leadership and Ethical Leadership in Non Profit Organisations APPROVED
Title	Leadership in Non Profit Organisations (version 2016)
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	5
Module Coordinator:	CORINA SHEERIN
Module Author:	Maurice Fitzgerald
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Apply contemporary leadership theories to professional setting and their own practices as a leader.
LO2	Develop a lifelong process to help improve their leadership and ethical decision making practices.
LO3	Critique the importance and power of teamwork in getting great things done in organisations.
LO4	Recognise the ethical demands of the leadership role and how to assess personal ethical development.
LO5	Improve the ability to recognise, analyse, and resolve ethical dilemmas, while expanding ethical capacity and ethical leadership
LO6	Use reflective practices to develop and grow leadership and ethical leadership behaviours.
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	

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Module Content & Assessment			
Indicative Content			
Topic 1 History of leadership thought			
Topic 2 Behavioural approaches to leadership			
Topic 3 Situational leadership, Path Goal Theory and Leader-Member Exchange Theory			
Topic 4 Transformational leadership and the Five Practices			
Topic 5 Servant leadership and Authentic leadership			
Topic 6 Servant Leadership in the non profit context			
Topic 7 Ethical Leadership			
Topic 8 The Shadow Side of Leadership			
Topic 9 Leaders Character and Return on Character			
Topic 10 Ethical Decision Making and Behaviour			
Topic 11 Shaping Ethical Contexts and creating an Ethical Organisational Culture			
Topic 12 Ethical crises in Leadership			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Assignment 1	% of total:	15
Assessment Date:	n/a	Outcome addressed:	1,2,3,5,6
Non-Marked:	No		
Assessment Description: Continuous Assessment - The formative assessment will help learners focus on their own personal leadership "best", draw from this in the context of other students "best" and learn common behavioural practices of evidence based leadership practices. This will be done in a combination of class discussion and self-analysis.			
Assessment Type:	Assignment 2	% of total:	30
Assessment Date:	n/a	Outcome addressed:	4,5,6
Non-Marked:	No		
Assessment Description: Journal Readings - A number of journal readings and seminar discussions/presentations			
Assessment Type:	Assignment 3	% of total:	55
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: Reflective Leadership and Ethical Decision-Making Action Plan - Learners will complete a self-assessment of their own leadership practices, ethical decision making and ethical "gaps" that may arise in their own work or life situation. They are expected to do this in the context of a reflective journal, based on class discussions, topics, readings, feedback and lessons learned, focusing particularly on results received from the Leadership Practices Inventory. The primary focus of the reflective journal is to help create a "road map" of actions, behavioural changes, communications styles and plans to help become more effective, ethical and enduring leader.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
Coursework Only <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Part Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	No Description	30	Every Week	30.00
Independent Learning	No Description	95	Every Week	95.00
Total Weekly Contact Hours				30.00

Module Resources	
Recommended Book Resources	
<p>Kotter, J.P.. (2012), Leading Change, Harvard Business School Press, Boston.</p> <p>Covey, S.R.. (2004), The 7 Habits of Highly Effective People, Free Press, USA.</p> <p>Kouzes. J, Posner. B. (2012), The Leadership Challenge, Jossey-Bass/ A Wiley, USA.</p> <p>Senge, P. M.. (1990), The Fifth Discipline: The art and practice of the learning organisation, Doubleday, New York.</p> <p>Greenleaf, R. K.. (1998), The power of servant-leadership, Berrett-Koehler, San Francisco.</p> <p>Northhouse, P.. (2013), Leadership Theory and Practice, 6th. Sage, USA.</p>	
Recommended Article/Paper Resources	
<p>Journal of Finance. Journal of Finance, Journal of Finance.</p> <p>Journal of Quantitative Finance. Journal of Quantitative Finance, Journal of Quantitative Finance.</p> <p>Quarterly Journal of Finance. Quarterly Journal of Finance, Quarterly Journal of Finance.</p> <p>Journal of Economics and Finance. Journal of Economics and Finance, Journal of Economics and Finance.</p> <p>Journal of Banking and Finance. Journal of Banking and Finance, Journal of Banking and Finance.</p> <p>The European Journal of Finance. The European Journal of Finance, The European Journal of Finance.</p> <p>Journal of Current Issues in Finance, Business and Economics. Journal of Current Issues in Finance, Business and Economics, Journal of Current Issues in Finance, Business and Economics.</p>	
Other Resources	
<p>[Website], The Economist. The Economist, http://www.economist.com</p> <p>[Website], The Financial Times. The Financial Times, http://www.ft.com</p> <p>[Website], The Wall Street Journal. The Wall Street Journal, http://www.wsj.com</p> <p>[Website], Bloomberg. Bloomberg, http://www.bloomberg.com</p> <p>[Website], Reuters. Reuters, http://www.reuters.com</p> <p>[Website], The Financial Regulator. The Financial Regulator, http://www.financialregulator.ie</p> <p>[Website], Business and Finance. Business and Finance, http://www.businessandfinance.com</p> <p>[Website], The Central Bank. The Central Bank, http://www.centralbank.ie</p> <p>[Website], Current Issues in Economics and Finance. Current Issues in Economics and Finance, http://econpapers.repec.org/article/fipf ednci/</p>	
Discussion Note:	