

H9LHS: Personal Leadership in Human Services

Module Code:	H9LHS
Long Title	Personal Leadership in Human Services APPROVED
Title	Theories of Leadership
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	10
Module Coordinator:	Jane Liu
Module Author:	Thomas Grenham
Departments:	NCI Learning & Teaching
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	Critique the field of leadership studies, its key literatures, main research themes and major discourses.
LO2	Describe and evaluate the research design and findings which underpin major leadership theories and the strengths and limitations which arise from them.
LO3	Critically analyse organisations from structural, political, cultural and human resource perspectives.
LO4	Analyse the institutional environment of an organisational in terms of its sector membership and the structures and dynamics of inter-sectoral relation sin a 3-sector political economy.
LO5	Apply leadership theory to the resolution of issues in human service organisational contexts.
LO6	Identify and apply leadership practice in contemporary organisational change contexts.
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			
Indicative Content The module curriculum is set-out in three blocks. Block 1 examines the field of leadership studies as it addresses theory and practice, moving from early leadership research through to emerging discourses concerned with leadership expression and practice in the contemporary context. Block 2 sets out the social, institutional / sector and organisational context of human service organisations. Block 3 serves to bring the learning from Blocks 1 and 2 to the detailed consideration of application and practice in human service organisational context. This requires students to integrate and synthesise the module material, while challenging them to consider the complexity multi-layering of context and its influence on practice.			
Block 1: Leadership: Theories and Discourses (12 hours) • Defining leadership • Traits and Skills • Behaviours and Styles • Transactional Leadership • Transformational Leadership • Authentic Leadership • Ethical Leadership • Servant Leadership			
Block 2: Social, Institutional, and Organisational Contexts (12 hours) • Framing organisational analysis • Aspects of individual and group behaviour in organisation • Human Services and the 3 sector political economy • The Public, Private, and Nonprofit Sector contexts • Women and Leadership • Culture and Leadership			
Block 3: Practice and Cases – (12 Hours) • Leadership in teams - Cases • Leadership in organisations - Cases • Leading change in organisations - Cases • Post-modern Society and leadership today			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	CA 1	% of total:	30
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: Two group cases and topic analysis with presentations. Students prepare and present to class their analysis of two cases or issues arising from the course topics.			
Assessment Type:	Essay	% of total:	70
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: Individual Essay (Part 1 and 2) Part 1 is a written assignment (circa 1,500 words) requiring the application of theory to practice. Part 2 is a case-based assignment (circa 2,500 words) requiring analysis, assessment, and proposed solutions.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
Repeat failed items <i>The student must repeat any item failed</i>			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	No Description	36	Every Week	36.00
Seminars	No Description	8	Every Week	8.00
Independent Learning Time	No Description	206	Every Week	206.00
Total Weekly Contact Hours				44.00

Module Resources	
<i>Recommended Book Resources</i>	
Northouse, Peter G.. (2015), Leadership, Sage Publications (uk & Usa), London, UK, [ISBN: 1483317536]. Harley-McClaskey, Deborak. (2016), Developing Human Service Leaders, Sage, London, [ISBN: 9781452291529]. Mike Hudson. (2009), Managing without Profit, Directory of Social Change, p.496, [ISBN: 1903991994].	
<i>Supplementary Book Resources</i>	
Bolman, L. G. and Deal, T. E.. (2013), Reframing Organisations; Artistry, Choice and Leadership, Jossey-Bass, [ISBN: 1118573331]. edited by Keith Grint. (1997), Leadership, Oxford University Press, Oxford, [ISBN: 0198781814]. Roger Gill. (2006), Theory and Practice of Leadership, 2nd. Sage Publications Ltd, London, p.552, [ISBN: 1849200246]. James M. Kouzes, Barry Z. Posner. (2012), The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, Jossey-Bass, p.416, [ISBN: 0470651725]. Laurie Mullins. (2011), Essentials of Organisational Behaviour, Ft Prenticehall, p.520, [ISBN: 0273757342]. O'Riordan, J.. (2013), Public Service Motivation, State of the Public Service Series, Institute of Public Administration. Watson, Larry D. and Hoefer, Richard A.. (2014), Developing Nonprofit and Human Service Leaders: Essential Knowledge and Skills,, Sage, London, [ISBN: 1452291527].	
<i>Supplementary Article/Paper Resources</i>	
Sage. Journal of Leadership and Organizational Studies,. Sage. Leadership. Sage. Nonprofit Management and Leadership.	
<i>This module does not have any other resources</i>	
Discussion Note:	