

H9NEGLD: Effective Leadership in the Organisation

Module Code:	H9NEGLD
Long Title	Effective Leadership in the Organisation APPROVED
Title	Effective Leadership in the Organisation
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	10
Module Coordinator:	Anne Cooper
Module Author:	Phillip McGovern
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	Acquire an in-depth knowledge and understanding of the key theoretical approaches to leadership
LO2	Critically evaluate the classical and contemporary theories of organisational behaviour distinguish between their value in the workplace
LO3	Critically evaluate the contemporary theories of leadership and consider the benefits and limitations of the application of these approaches at work
LO4	Illustrate the importance of effective leadership in an organisation and as part of an integrated understanding of organisational behaviour
LO5	Evaluate the implications for the development of leadership theory and practice.
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.

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Module Content & Assessment			
Indicative Content			
Introduction to Leadership • The meaning of leadership. • Leaders versus managers. • Types of Leaders and Leadership			
Theoretical Approaches to Leadership • Trait and skill approaches to Leadership • Key skills for leadership			
Behavioural Approaches to Leadership • Theoretical approaches identifying the behaviours believed to be associated with effective leadership • Implications of these theories for leadership practice			
Leadership Theory Application • Examination of the relevance of the theoretical approaches to leadership • Effects of leadership in the workplace • Future leadership trends in the changing workplace			
Personal Development & Perception • Self-leadership • Factors influencing perception. • Personal Development & Team Effectiveness • Application in organisations.			
Charismatic and Transformational Leadership • Attribution Theory of Charismatic Leadership • Self-Concept Theory of Charismatic Leadership • Consequences of Charismatic Leadership • Transformational Leadership • Transformational Vs. Charismatic Leadership			
Transformation & Business Development • Incremental or Fundamental Change? • The Implications of Change • The Formal and Informal Organisation • Leadership for Corporate Transformation			
Contingency Theories of Leadership • Development of the situation/contingency theories • Their contribution to an understanding of effective leadership			
Contemporary Theories of Leadership • Transformational/transactional approaches to leadership • Implications of these theories for leadership practice • Challenges facing leaders in the 21st Century			
Ethical, Servant, Spiritual & Authentic Leadership • Conceptions of Ethical Leadership • Dilemmas in Assessing Ethical Leadership • Servant, Spiritual & Authentic Leadership • Servant Vs. Transformational Leadership • Comparison and Evaluation of Theories • Becoming an Inclusive Leader			
Assessment Breakdown			%
Coursework			50.00%
End of Module Assessment			50.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment	% of total:	50
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: Critique of a relevant piece of academic material (15%) and analyse and present a case study (35%).			
End of Module Assessment			
Assessment Type:	Terminal Exam	% of total:	50
Assessment Date:	End-of-Semester	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: Terminal Exam			
No Workplace Assessment			
Reassessment Requirement			
Repeat examination <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			
Reassessment Description The learner must achieve an overall pass mark of 40% across all assessment elements. Where a learner fails to achieve an overall pass mark of 40%, they will be required to sit a repeat examination, examining all the learning outcomes. This repeat examination will be treated as a second sitting for the purposes of calculating the overall award classification of the learner.			

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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	Classroom and demonstrations	48	Per Semester	4.00
Independent Learning	Independent learning	202	Per Semester	16.83
Total Weekly Contact Hours				4.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Yukl, G. & Gardner, W.L. (2020), Leadership in Organizations, Global Edition, Global Ed, 9th Edition, Pearson Education Limited.</p> <p>Haslam, S. A., & Reicher, S.D. (2020), The New Psychology of Leadership: Identity, Influence and Power, 2nd Ed, Routledge.</p> <p>Buchanan, D.A. & Badham, R.J. (2020), Power, Politics andOrganizational Change, 3rd Ed, Sage Publications.</p> <p>Smith, P.E. (2020), Organizational Behaviour: Managing People in Dynamic Organizations, Routledge.</p> <p>Moorhead, G. & Griffin, R.W. (2014), Organizational Behaviour: Managing People and Organizations. 11th ed. South-Western Cengage Learning.</p> <p>Robbins, S. P., Judge, T.A. (2021), Organizational Behaviour, 18th ed, Prentice Hall.</p>	
<i>Supplementary Book Resources</i>	
<p>Goffee, R. and Jones, G. (2019), Why should anyone be led by you? Harvard Business School Press Boston, Mass.</p> <p>Goleman, D.. (2013), Primal Leadership; Realising the power of emotional intelligence,, Harvard Business Review Press.</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	