

Module Details	
Module Title	Managerial Leadership (In Company)
Module Code	HRM5009-B
Academic Year	2022/3
Credits	20
School	School of Management
FHEQ Level	FHEQ Level 5

Contact Hours	
Type	Hours
Lectures	10
Tutorials	15.5
Directed Study	174.5

Availability	
Occurrence	Location / Period
BDA	University of Bradford / Semester 2

Module Aims	
<p>This module aims to develop a comprehensive understanding of the major theories concerning leadership within work organisations, their validity and utility, and an increased understanding of the way participants' behaviour can affect the feelings, attitudes and behaviour of people at work. The course will also examine leadership issues in the contexts of business and public service.</p> <p>The module content will also support the development of mapped Knowledge, Skills and Behaviours, as set out in the relevant apprenticeship standard, and highlighted in the syllabus below.</p>	

Outline Syllabus

1. Understand factors which impact on an organisation's internal environment.
2. Understand the application of management and leadership theories.
3. Understand the knowledge, skills and behaviours to be effective in a management and leadership role.

Specific topics covered will include:

- * What is leadership?
- * Leadership versus management.
- * Change and leadership.
- * Critical review of leadership theory: early trait theories; behavioural style theories; situational leadership theories; the micro-skills approach to leadership; transactional, transformational and charismatic leadership.
- * The multiple intelligences of leadership.
- * A new integrative, holistic model of leadership.
- * Are leaders born or made?
- * The nature and effectiveness of leadership development.
- * Leadership issues, challenges and strategies in business, government and politics.

Specific Knowledge elements of the relevant apprenticeship standard to be delivered:

A2.1 Critically evaluate change management models.

G1.1 Evaluate a range of leadership styles and models to include inclusive leadership.

G1.2 Know own leadership style and how to adapt to situations.

G1.3 Evaluate the use of coaching and mentoring approaches to supporting people and developing teams.

G2.1 Evaluate types of organisational culture and how these are created.

Content will also support development of the following Skills from the relevant apprenticeship standard:

G4 Support the creation of an inclusive, high performance work culture.

G5 Enable others to achieve by developing and supporting them through coaching and mentoring.

Learning Outcomes

Outcome Number	Description
01	1.1 Evaluate and assess the applicability and practical relevance of the major theories of leadership in the 21st century context. 1.2 Evaluate methods of leadership development in the context of the organisation you are working in.
02	2.1 Develop a clearer understanding of your own leadership behaviour and how better to ?lead? others in work contexts. 2.2 Apply and demonstrate skills that enable you to develop your leadership effectiveness.
03	3.1 Communicate effectively in written form. 3.2 Apply your knowledge and understanding of leadership theories to work based problems.

Learning, Teaching and Assessment Strategy

Formal taught sessions will be supported by on-line resources and specific support from the sponsoring organisation as appropriate. The module is delivered through interactive lectures, tutorials and directed study. Lectures provide students with the materials on leadership and management from a range of perspectives that will act as a base for students' wider reading, references are provided in the study materials to guide students' independent study (LO1.1, 1.2 and 2.1). Work based tasks will enable students to analyse how the theory is applied in the workplace. Lectures are complemented by tutorials that consolidate students' understanding by providing opportunity to apply them and explore them in relation to case studies (written, and video) and through application and discussion of self-assessment instruments on leadership LO 1.1, 1.2, 2.1 and 2.2). Discussion provides a mechanism for students to share contrasting perspectives on leadership and also enable students to compare experiences with others (LO 2.1, and 2.2)). Directed study will encourage students to extend the understanding of research and theory in the area of management and leadership as well as its application to and implications for practical leadership problems and challenges (LO 1.1, and 2.1).

The feedback that students receive in tutorials is designed to enable them to evaluate their performance on the course. Summative assessment is by means of a single 4000 word assignment. Students are asked to explore and critically evaluate their own and others experience of leadership in reference to theory and literature in the field (LO 1.1, 1.2, 2.1, 2.2 and 3.1). Coursework will involve an element of reflective writing.

Mode of Assessment

Type	Method	Description	Weighting
Summative	Coursework - Written	Individual assignment 0-4000 words	100%

Reading List

To access the reading list for this module, please visit <https://bradford.rl.talis.com/index.html>

Please note:

This module descriptor has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but minor changes may occur given the interval between publishing and commencement of teaching. Upon commencement of the module, students will receive a handbook with further detail about the module and any changes will be discussed and/or communicated at this point.