

BH3319 – THEORY AND PRACTICE OF LEADERSHIP

Module Number: BH3319

Module Title: Theory and Practice of Leadership

Number of Aston Credits: 20

Total Number of ECTS Credits: 10
(European Credit Transfer)

Staff Member Responsible for the Module:

Dr Geoff Thomas

Work & Organisational Psychology Group

South Wing, Room 8021, Extension 3258

Email: g.m.thomas@aston.ac.uk

Availability: Please see office hours on door or group administrator, Jenny Thompson, SW8002, Extension 3257

Other Staff Contributing to the Module:

Alison Legood

Work & Organisational Psychology Group

Contact Details: to be advised

Email: legooda@aston.ac.uk

Availability: Please see office hours on door or group administrator, Jenny Thompson, SW8002, Extension 3257

Pre-Requisite(s) for the Module: None

Module Learning Outcomes:

On successful completion of the module students will be able to:

1. Demonstrate knowledge and understanding of the leadership theories outlined in class.
2. Demonstrate an understanding of the progression of the leadership field and the ways in which our thinking has shaped research.
3. Understand how leadership research helps us understand major global and workplace trends (especially globalisation, gender and diversity, shared leadership).

BH3319 – THEORY AND PRACTICE OF LEADERSHIP

4. Demonstrate cognitive and analytical skills necessary to evaluate the strengths and weaknesses of theoretical, empirical and experience based approaches to leadership.
5. Demonstrate key and transferable skills including communication ability, self-directed learning, IT competency.

Module Content:

Readings indicated within the Lecture Schedule below are essential and students are expected to have read them before each lecture. The chapters are taken from the following required textbook:

Yukl G (2010), *Leadership in Organizations*, 7th International Edition, London: Prentice Hall.

All other readings can be found in the short loan collection in the library.

Introduction and Core of Leadership

- Week 1: **Introduction: The Nature of Leadership**
 Readings: Chapters 1 & 3
- Week 2: **Power and Influence**
 Readings: Chapter 7; Robins & Judge (2009), Chapter 14
- Week 3: **Leaders of Character (values, traits, and disposition)**
 Reading: Chapter 2
- Week 4: **Leadership and Ethics**
 Reading: Chapter 11; Grojean, Resick, Dickson & Smith, (2004)

Leading Others

- Week 5: **Basic Motivation Theories I (extrinsic)**
 Reading: Kreitner & Kinicki (2002), Chapter 8
- Week 6: **Basic Motivation Theories II (intrinsic)**
 Readings: Hackman, Oldham, Janson & Purdy, (1975); Ryan & Deci (2000)
- Week 7: **Leadership Behaviour**
 Reading: Chapters 4 & 5
- Week 8: **Integration**
- Week 9: **Contingency Theories**
 Reading: Chapter 6
- Week 10: **The Leader-Follower Relationship**
 Reading: Chapter 8

BH3319 – THEORY AND PRACTICE OF LEADERSHIP

Leading Through Others

Week 11: **Charismatic and Transformational Leadership**
Reading: Chapter 9

Week 12: **Exam Week**

Week 13: **Exam Week**

Week 14: **Developing Leadership Skills**
Reading: Chapter 14; Day (2002)

Week 15: **Integration**
Turn in individual assignment

Week 16: **Leadership in Teams and Decision Groups**
Reading: Chapter 12

Leading Organisations

Week 17: **Leadership at the Executive level**
Reading: Chapter 13

Week 18: **Leveraging Diversity (gender, race and age)**
Reading: Chapter 15

Week 19: **Leading Change in Organizations**
Reading: Chapter 10

Week 20: **Leading by Leveraging Culture**
Reading: Schein (2004) Chapters 13 & 15

Week 21: **Integration**

Week 22: **Module Integration and Take Home Case Study**

Week 23: No class

Week 24: Submit take home case study

International Dimensions:

The international dimension is implicitly addressed in each lecture, with cross-cultural issues identified during the integrations and the diversity lecture.

Corporate Connections:

BH3319 – THEORY AND PRACTICE OF LEADERSHIP

The module will require students to examine business cases from the varying perspective of leadership throughout the course. Using this approach will allow students to draw upon their placement year as the experiential part of the leader development process.

Links to Research:

This module links to both lecturer's ongoing research programmes on leadership effectiveness, and in particular the role of leader member exchange, leader-follower relationship development, shared leadership and trust in leaders in explaining leadership effectiveness.

Learning and Teaching Rationale and Methods:

Two hour lectures each week. There will be opportunity for discussion and questions during the lectures.

This module will offer a balance between theory and research and their practical applications. It will explain and critique the major theories and review and summarise empirical research. In particular it will feature practitioner guidelines and recommendations based on theory and research for improving managerial effectiveness.

Students will be asked to identify examples of effective and ineffective managerial behaviour and to suggest effective ways to handle situations identified in cases. During the module, students will address the many controversies and differing viewpoints about conceptual and methodological issues of leadership effectiveness with a focus on what makes a person an effective leader.

Duration

Contact hours	40 hours
Directed learning	40 hours
Preparation of coursework (individual assignment)	40 hours
Preparation of coursework (take home case study)	40 hours
Private study	20 hours
Research work	20 hours

Total **200 hours**

Ethical Approval:

This module does not require any primary research and no ethical approval will be necessary.

Assessment and Feedback Rationale and Methods:

BH3319 – THEORY AND PRACTICE OF LEADERSHIP

The word count for both assignments is +/- 10%. Late submission will result in deduction of marks.

Individual Assignment (50% of the final mark, max. 3000 words – not including references and appendices).

Students will be required to submit their assignment by **noon, Friday week 15**.

For this assignment, we would like you to draw upon your readings and experiences to develop your own leader philosophy. Use the following three elements as your guide.

1. From your understanding of leadership theory, integrated with your personal experiences, identify and critically discuss 5 key leadership principles that will guide your leader behaviour in the future.
2. From this integration of theory and experience, illustrate the relationships between each of your guiding principles and the relevant behavioural science theories covered in the course.
3. For each principle, explain **WHY** you chose this as one of your guiding principles (i.e., personal experience, observation of a role model, follow the leader figure, readings, etc.) and how it is consistent with the theories selected.

Take home case study (50% of the final mark, max 3000 words – not including references and appendices).

Students will be required to answer the case study over a period of three weeks and submit their response by **noon, Friday week 24**.

The case study will address leadership theory and research outlined in class and in the required textbook and journal articles. It will target the depth of knowledge and understanding of theory and research in leadership, the apprehension of historical perspectives and conceptual frameworks presented, as well as skills in analysing, critically evaluating and comparing leadership theories, processes, outcomes and practical approaches to leadership, all in relation to relevant situational factors at work.

Written feedback on coursework assignments will be provided within the 4 week turnaround time specified.