COURSE SPECIFICATION DOCUMENT

NOTE: ANY CHANGES TO A CSD MUST GO THROUGH ALL OF THE
RELEVANT APPROVAL PROCESSES, INCLUDING LTPC.

Academic School/Department: Business & Economics

Programme: BA Business Administration: Combined Studies

FHEQ Level: 6

Course Title: Leadership

Course Code: MGT 6405

Course Leader: Dr Bryan McIntosh

Student Engagement Hours: **120**
Lectures: 30
Seminar / Tutorials: 15
Independent / Guided Learning: 75

Semester: Fall/Spring

Credits: 12 UK CATS credits
6 ECTS credits
3 US credits

COURSE DESCRIPTION
This Course is designed to give students a firm understanding of the importance of
leadership in the development and implementation of organisational strategic vision. It
combines the study of leadership as social process, involving interaction of leaders and
followers in different contexts; an examination of critical thinking and ethics; and an analysis
of leadership competencies in leading organizations, groups, and individuals. It provides
background on historical and contemporary issues concerning the role, responsibility, and
process of leadership. Differentiation of leadership roles within organizations by structure,
size, membership, and mission are analysed. Students use readings, projects, class exercises,
and case analyses to examine leadership in diverse settings.

Prerequisite: MGT 5210

AIMS AND OBJECTIVES

The aim of the course is to provide students with an understanding of the underlying
principles of the concept of leadership. Emphasis at this level is placed not only on

underpinning theories but the consideration of the impact of leadership styles on organizational performance and the maximization of human capital in the workplace.

PROGRAMME OUTCOMES

A1, A2, A3, A4
B2, B3, B5
C1, C2
D1, D2

A detailed list of the programme outcomes are found in the Programme Specification. This is located at the Departmental/Schools page of the portal.

LEARNING OUTCOMES

Knowledge and Understanding

1. Identify the key elements of leadership characteristics
2. Understand the theoretical underpinnings of the concept of Leadership
3. Be able to constructively challenge theories of leadership
4. Understand factors which may influence leadership performance

Cognitive Skills

1. Critically evaluate contemporary leadership theories and emerging trends
2. Critically evaluate a range of variables which impact on leadership effectiveness, such as gender, culture and environment.
3. Critically analyse the significance of the function of leadership and its influence on organisational performance.
4. Explain the sources of leadership power and the contribution of followers in creating and sustaining leaders

Practical and / or Professional Skills

1. Critically analyse and evaluate Leadership concepts.
2. Be able to evaluate a range of variables which impact on leadership effectiveness, such as gender, culture and environment.
3. The ability to apply business models to business problems and phenomena.
4. Be able to constructively challenge theories of leadership.
5. Understand factors which may influence leadership performance.

Key Skills

1. Apply leadership ideas and concepts to a range of business and other situations.
2. Effective oral and written communication skills in a range of traditional and electronic media.
3. Evaluate statements in terms of evidence

4. Define terms adequately and to generalise appropriately

INDICATIVE CONTENTS

- Key leadership characteristics for effective leadership performance.

- The theoretical underpinnings of the concept of Leadership - Leaders and Followers/Power and Influence

- Factors which may influence leadership performance

- Theories of leadership - contingency, charismatic and participative and transformational leadership
- The role of leadership and organisational structure.

- The management of change - change management, strategic Leadership and entrepreneurial leadership

ASSESSMENT

This course conforms to the Richmond University Standard Assessment Norms approved at Academic Council on June 28, 2012.

TEACHING METHODS

Students will be exposed to a variety of teaching methods. Formal lectures will feature, but the emphasis of the delivery will rest with a semi-formal delivery style intended to encourage an active student participation and further group discussion of case work, writing and analysis, exposure to audio-visual resources.

The faculty teaching this course, and the students, will receive support through guest lectures on topics selected by the course tutor. The usual faculty support during office hours will also be available. Students will be given every encouragement to read ahead of the weekly sessions.

Required Reading

Northouse, P. G (2004), *Leadership, Theory and Practice,* (5th Edition), London: Sage Publications

Recommended Reading List

Conger, J & Kanungo, R (1998), *Charismatic Leadership in Organisations*, London: Sage Publications.

Cummings, T. G & Worley, C. G (2007), *Organisation Development & Change,* (8th edition), Ohio: South Western Press.

Grint, K (1997), *Leadership: classical, contemporary and critical approaches,* Oxford: Oxford University Press.

Forbes, N & Wield, D (2002) *From Followers to Leaders*, London: Routledge Press.

Schein, E. H (2004), *Organisational Culture and Leadership*, (4th Edition), San Francisco: Josey-Bass:

Yukl, G. A (2002), *Leadership in Organisations,* (6th Edition), New Jersey: Prentice Hall.

Journals - *Leadership Quarterly* and *Journal of Leadership*

Please Note: The core and the reference texts will be reviewed at the time of designing the semester syllabus

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Change Log for this CSD:

Major or Minor Change?	Nature of Change	Date Approved & Approval Body (School or LTPC)	Change Actioned by Academic Registry