



LEADERSHIP AND CHANGE IN ORGANIZATION

INSTITUTE FOR PROFESSIONAL AND EXECUTIVE DEVELOPMENT

United Kingdom

UNIT SPECIFICATION

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Unit Title

Leadership and Change in Organization

Credit value

The credit value for this unit is 30

30 credits equivalent to 300 hours of teaching and learning
(10 hours is equivalent to 1 credit)

Guided learning hours (GLH) = 50 hours

GLH includes lectures, tutorials and supervised study. This may vary to suit the needs and requirements of the learner and/or the approved centre of study.

Directed learning = 50 hours: This includes advance reading and preparation, group study, and undertaking research tasks.

Self-managed learning = 200 hours: This includes completing assignments and working through the core and additional reading texts. It also includes personal research reading via other physical and/or electronic resources.

Learning outcome Learner will:	Assessment criteria Learner can:
1.0 Understand the nature of leadership	1.1 Evaluate leadership in both business and non-business contexts 1.2 Analyse the nature of strategic leadership 1.3 Explore the characteristics of a strategic leader 1.4 Discuss the charismatic and architectural roles of strategic leadership 1.5 Evaluate the strategic leader’s role with respect to strategic vision, pragmatism, structures and policies, culture, communications network, governance and management, managing change 1.6 Examine the difference between management and leadership 1.7 Describe the implications of the following: <ul style="list-style-type: none"> - Leadership with management - Management without leadership - Leadership without management 1.8 Explain supporting with relevant examples the meaning of symbolic leadership 1.9 Describe the characteristics of the following leadership styles: <ul style="list-style-type: none"> - Analytical style - Financial engineering style - Human resources style - Operational tactical style - Public relations style - Aspirational visionary style 1.10 Explore the qualities and skills for effective leadership 1.11 Discuss the requirements for successful leadership: <ul style="list-style-type: none"> - Judgement - Drive - Influence

<p>2.0 Understand the theories of leadership</p>	<p>2.1 Give an account on the following theories of leadership:</p> <p>2.1.1 Great man theory</p> <p>2.1.2 Behavioural theory</p> <ul style="list-style-type: none"> - McGregor's Theory X and Theory Y - Blake and Mouton's Managerial Grid - Style theory <p>2.1.3 Contingency or situational theory</p> <ul style="list-style-type: none"> - Fiedler's contingency model - Hersey-Blanchard model - Tannenbaum and Schmidt's leadership continuum - Adair's action centred leadership - Path Goal theory <p>2.1.4 Leaders and followers</p> <ul style="list-style-type: none"> - Transactional and transformational leadership - Servant leadership - Team leadership <p>2.2 Discuss D. Goleman and Rensis Likert's styles of leadership</p>
<p>3.0 Understand the nature of authority, power, responsibility and accountability</p>	<p>3.1 Differentiate between authority, responsibility and power</p> <p>3.2 Examine the nature of positional power and personal power</p> <p>3.3 Explore the different kinds of authority (formal, functional, personal, line and staff authority)</p> <p>3.4 Explain what is meant by delegation and analyse the reasons for delegation</p> <p>3.5 Examine the factors that influence the degree of delegation</p>

<p>4.0 Understand how conflict and change can be managed in an organization</p>	<p>4.1 Examine the nature of organizational change and its implications 4.2 Give an account on the organizational change process 4.3 Examine the sources of resistance to change 4.4 Analyse ways of overcoming resistance to change 4.5 Examine the nature of conflict in organization 4.6 Examine the advantages and disadvantages of conflict within an organization 4.7 Examine the types of conflicts that are possible to exist in an organization 4.8 Evaluate the methods that can be used to manage conflicts in an organization</p>
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Recommended learning resources

<p>Indicative reading</p>	<p>Torrington et al 2008. Human Resource Management 7th Edition: Peason Education Limited, England. ISBN 978-0-273-71075-2</p> <p>Bratton and Gold 2007. Human Resource Management, Theory and Practice 4th Edition: McMillan, US. ISBN 978-0-230-00174-9</p> <p><u>Further reading</u> Charles Leatherbarrow et al 2010. Introduction to Human Resource Management, a Guide to HR in practice: CIPD ISBN: 978-1843982586</p> <p>Sarah Gilmore et al 2009. Human resource Management: OUP Oxford ISBN: 978-0199539376</p>
<p>Learning Aid</p>	<ul style="list-style-type: none"> • A comprehensive IPED study material is available to aid in learning and research of this unit. • We supply IPED course materials free of charge. Our study materials, which offer quick learning start, are comprehensive, use simple English, and are easy to read and understand. The contents are so sufficient and self-explanatory; that in majority of cases readers do not require further support; although support is always available when you need it.