

Module code: MOD003348	Version: 1 Date Amended: 02/Mar/2012
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1. Module Title
Cross Cultural Leadership

2a. Module Leader	2b. Department	2c. Faculty
Null	Department of Leadership and Management	Lord Ashcroft International Business School

3a. Level	3b. Module Type
7	Standard (fine graded)

4a. Credits	4b. Study Hours
15	150

5. Restrictions			
Type	Module Code	Module Name	Condition
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Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description
This module offers a critical evaluation of leadership theories by placing the evolution of American leadership theory within its historical and ideological context - examining the vulgarisation of social psychology by management writers and the difficulties inherent in their conceptualisation of power. Recent leadership theories are examined, notably transformational theory, and the reaction against charismatic leadership. An examination of cross cultural factors in power relations within organisations, drawing on comparative studies of managerial styles with particular reference to: socialisation and legitimisation processes, bases of obedience and independence, and cultural variations in predispositions to obedience. Insights into leadership as an element in decision making, problem solving and change management with specific reference to: experimenting and developing practical leadership skills in different contexts, coping with conflict, power and organisational politics, the morality of leadership: the ethical dimension in the exercise of power. One of the main focuses for the design of this module has been the further development of relevant employability and professional skills. Such skills are implicit in the learning outcomes. This module is assessed through a 3,000 word assignment. Multiculturalism has been considered during the design of this module and will be considered when the assignment brief is written.

6b. Outline Content
- The revival of charismatic leadership; the allure of the manager as hero figure - Leadership theories as an exercise in ethnocentricity; cross-cultural patterns of managerial styles with particular references to power distance - Leadership gurus and the leadership industry with particular reference to leadership in 'post-modern' organisations - Methodological and ideological issues in measuring leadership effectiveness - Leadership and followership experiences in small group situations - Organisational conflicts and politics with particular reference to crisis and turnaround - Ethics, culture, morality and the exercise of power in an organisational context

6c. Key Texts/Literature
Northouse P.G. (2010) Leadership: Theory & Practice (5th Edition) London: Sage Publications Rowe, G (2007) Cases in Leadership, Sage Publications Henry, B.C (2010) Leadership, A Practical Guide to Theory and Practice, CreateSpace Hickman, G.R. (2009) Leading Organizations: Perspectives for a New Era: (2nd Edition)Sage Publications Hickman, G.R. (2009) Leading Change in Multiple Contexts: Concepts and Practices in Organisational, Community, Political, Social , and Global Change Settings, Sage Publications Yukl G.A. (2010) Leadership in Organisations (7th ed.) London: Prentice Hall International Anglia Ruskin Library: Refereed journals, business newspapers, computer databases and e-journals. Recommended databases: - Leadership Quarterly - Harvard Business Review - Organisational Dynamics
<i>Last Updated:</i>

6d. Specialist Learning Resources
N/A

7. Learning Outcomes (threshold standards)		
No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Critically evaluate leadership theories and assess their utility in organisational management;
2	Knowledge and Understanding	Appraise the likely future trends in leadership theorising and the cultural and ideological factors driving its development;
3	Knowledge and Understanding	Critically analyse the problems and dilemmas of the manager as leader in a global context;
4	Intellectual, practical, affective and transferrable skills	Develop the ability for self reflection and learning with respect to the exercise of power in organisations.

8a. Module Occurrence to which this MDF Refers				
Year	Occurrence	Period	Location	Mode of Delivery
2016/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence			
Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	12	1-4	Teacher Managed Learning - Two hours weekly or equivalent
Other teacher managed learning	12	1-4	Teacher Managed Learning - Two hours weekly or equivalent
Student managed learning	126	1-4	Student Managed Learning - 126 hours
TOTAL:	150		

9. Assessment for the above Module Occurrence					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	100 (%)	Fine Grade	30 (%)
Details:	ASSIGNMENT - 3000 WORDS				
Assignment - 3000 words Compensation not allowed London College of Accountancy					

**In order to pass this module, students are required to achieve an overall mark of 40%.
In addition, students are required to:**

(a) achieve the qualifying mark for each element of fine graded assessment of as specified above

(b) pass any pass/fail elements