

Unit 4: Leadership and Management

Unit code	L/618/5036
Unit type	Core
Unit level	4
Credit value	15

Introduction

The ability to lead and manage effectively is highly sought after by industry, as employers seek to produce and develop managers who can motivate, enthuse and build respect throughout their workforce. The hard and soft skills required by leaders and managers are frequently highlighted by employers as skills gaps in recruitment. Developing these skills will help students to meet career aspirations in leadership and management.

The aim of this unit is to help students to understand the difference between the function of a manager and the role of a leader. Students will consider the characteristics, behaviours and traits that support effective management and leadership. Students will learn about the theories that have shaped the understanding of leadership and management and how these have provided a guide to action for managers and leaders who want to secure success for their businesses. Students will look at leadership styles, how and why they are used and the extent to which they are effective.

This unit also gives students an understanding of motivational strategies. They will develop motivational strategies covering intrinsic and extrinsic aspects of motivation. Finally, students will evaluate the importance of managing performance in achieving continuous improvement.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Examine leadership and management theories and principles, and their impact on the effectiveness of an organisation
- LO2 Review the influence of different leadership and management styles on the culture of organisations
- LO3 Develop a motivational strategy to optimise organisational performance
- LO4 Apply leadership and management approaches to managing performance to ensure continuous improvement.

Essential Content

LO1 Examine leadership and management theories and principles, and their impact on the effectiveness of an organisation

Definitions of management:

Defining management, what management is (Fayol), what managers should do (Peters) and key roles (Mintzberg).

Key skills and competences of management, e.g. team dynamics, planning, decision making, strategic mindset, problem solving, communicating (verbal and non-verbal), motivating, delegating, managing discipline and dealing with conflict.

Management activities, e.g. planning, organising, motivating and controlling.

Approaches to management, e.g. task orientation and relationship orientation.

Theories of management:

Classical theorists, including Administrative (Fayol) and Scientific (Taylor).

Management as a function of organisations (Handy).

Modern management theorists, e.g. Porter, Kotler and Handy.

Theories and definitions of leadership:

Key theories and theorists, including:

- transformational (Burns)
- transactional (Bennis, Bass)
- situational/contingency (Fiedler, Vroom and Yetton, Hersey and Blanchard)
- charismatic (Conger, Kanungo)
- emotional (Goleman's six styles).

Leadership skills, e.g. communication, delegation, inspirational motivation, positive attitude, trustworthiness, creative thinking and innovative problem solving.

Competences, e.g. giving and receiving feedback, taking responsibility for both success and failure, managing cultural sensitivity and diversity, global outlook and agility.

The hard skills of management versus the soft skills of leadership.

Approaches to leadership, e.g. situational, transformational and inspirational.

Impacts of leadership and management:

Positive impacts for improving business performance, effective management of resources, innovation.

Negative impacts, e.g. loss of competitive advantage, stagnation and decline.

LO2 **Review the influence of different leadership and management styles on the culture of organisations**

Leadership styles:

Different types of leadership, including Tannenbaum and Schmidt's Continuum of Leadership Styles, Linkert's Systems 1–4, and McGregor's Theory X/Theory Y.

Adapting leadership styles to apply in different business situations and the required hard and soft skills.

Impacts of leadership and management styles on decision making in a business organisation.

Types of culture:

Defining culture and types of culture, including:

- Four types, Power, Role, Task, Person (Handy)
- Tough-Guy Macho, work hard/play hard, bet-your-company, Process (Deal and Kennedy).

The importance and value of culture for work ethic, organisational performance, health of the organisation.

Factors influencing culture:

Factors that influence the development of an organisational culture, e.g. mission, vision and values.

The impact of emerging digital technologies, e.g. social digital connectivity and global dynamic complexity on organisational structure, location, infrastructure, internal rules and procedures.

The impact of digital technologies on leadership and management attitudes and behaviours, e.g. drive and flexibility to direct and navigate business through disruptive innovation, empowering virtual teams and communities, agility to balance improving efficiency while promoting innovation.

The importance of leadership and management styles in setting and embedding organisational culture.

LO3 **Develop a motivational strategy to optimise organisational performance**

Theories of motivation:

Content theories, including Maslow, Herzberg, McClelland and application to different work situations.

Process theories, including Expectancy theory (Vroom), Equity theory (Adams) and Goal Theory (Locke) and application to different work situations.

Impacts of motivation on organisational performance:

Implications for improved job satisfaction, performance and productivity, including different variables, e.g. social, cultural organisational and environmental.

Motivational Strategy:

Financial and non-financial strategies, e.g. to recognise and reward performance, encourage collaborative team working, to embed praise and frequent feedback to individuals and encourage creativity and innovation.

Different strategies for addressing and managing unsuccessful performance and demotivated employees.

Elements of a comprehensive strategy e.g. providing a range of incentives to meet different personalities, creating positive reinforcement and equality.

LO4 **Apply leadership and management approaches to managing performance to ensure continuous improvement**

Leadership and management approaches:

The advantages and disadvantages of different management approaches, including task orientation and relationship orientation.

The advantages and disadvantages of different leadership approaches, including situational, transformational and inspirational.

Communication processes and strategies applied in different business situations, e.g. dealing with conflict, resistance to change, cultural awareness.

Defining capabilities and skills for a transformational environment, e.g. multicultural perspectives, coaching and mentoring, aligning to changing business goals.

Definition of performance management:

Definition of performance management and the purpose of performance management to improve individual and team performance.

Different approaches, e.g. annual appraisal versus continuous performance management, including weekly check-ins/ on-the-job conversations.

Qualitative and quantitative measures of effectiveness:

Qualitative measures, e.g. satisfaction rates, motivation levels, success of training and development, attitude.

Quantitative measure, to include incidence of sickness, absenteeism, accidents at work, timekeeping, meeting deadlines, accuracy of work carried out, wastage, output, productivity.

Methods of rewarding good performance:

The financial and non-financial methods available to the organisation.

The influence of variables, including size, location, competitiveness of the organisation on the reward methods available.

The influence of leadership and management approaches on rewarding good performance.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine leadership and management theories and principles, and their impact on the effectiveness of an organisation		LO1 and LO2 D1 Critically evaluate the impact of different approaches to leadership and management.
P1 Discuss different theories of leadership in relation to the management activities in different organisations. P2 Explore different theories of management in relation to the management and leadership activities in different organisations.	M1 Analyse the impact of the application of leadership and management theories on the effectiveness of a large organisation.	
LO2 Review the influence of different leadership and management styles on the culture of organisations		
P3 Assess different leadership and management styles and their application in a range of business situations in different organisations. P4 Examine the factors that influence the development of the culture in organisations.	M2 Compare the impact of leadership and management styles on decision making in different organisations. M3 Evaluate the importance of organisational culture on the performance of different organisations.	
LO3 Develop a motivational strategy to optimise organisational performance		D2 Produce a comprehensive motivational strategy that effectively addresses all variables of motivation to enhance organisational performance.
P5 Produce a motivational strategy for an organisation that supports optimal achievement of organisational objectives.	M4 Produce a detailed motivational strategy for an organisation that addresses intrinsic and extrinsic motivation.	

Pass	Merit	Distinction
<p>LO4 Apply leadership and management approaches to managing performance to ensure continuous improvement.</p>		
<p>P6 Apply to a range of business situations, appropriate leadership and management approaches for managing performance and continuous improvement.</p>	<p>M5 Assess how leadership and management approaches for managing performance supports continuous improvement.</p>	<p>D3 Make recommendations to improve performance management that will ensure continuous improvement.</p>

Recommended Resources

Textbooks

ADAIR, J. (2019). *Develop Your Leadership Skills: Fast, Effective Ways to Become a Leader People Want to Follow*. Kogan Page.

KELLY, P. and COLE, G. (2020) *Management: Theory and Practice*. 9th Ed. Cengage.

MULLINS, L. J. (2019) *Organisational Behaviour in the Workplace* 12th Ed. Harlow: Pearson.

ORTI, P and MIDDLEMISS, M. (2019). *Thinking Remote. Inspiration for Leaders of Distributed Teams*. Virtual Not Distance

Websites

www.businessstrainingworks.com	Business Training Works Resources (General reference)
www.managementstudyguide.com	Management Study Guide Management Functions (General reference)
www.managementtoday.com	Management Today Leadership News and industry articles (General reference)
www.mindtools.com	Mind Tools Leadership (General reference)
www.tedtalks.com	TED Talks Business and technology (Video resources)

Links

This unit links to the following related units:

Unit 20: Organisational Behaviour

Unit 24: Understanding and Leading Change

Unit 46: Developing Individuals, Teams and Organisations