

# IB3H8-15 Leadership

**21/22**

**Department**

Warwick Business School

**Level**

Undergraduate Level 3

**Module leader**

Dawn Eubanks

**Credit value**

15

**Module duration**

10 weeks

**Assessment**

Multiple

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

This is an elective module available for WBS and non-WBS students.

The principal module aims are:

1. To developing students' understanding of the principles underlying leadership in government, industry, and society.
2. Review of research on leadership and management, examining topics such as leadership skills, leading changes in organizations, leader-follower relationships, and leadership tactics.
3. To encourage students to take the theoretical aspects of leadership and relate them to real situations.

[Module web page](#)

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## **Outline syllabus**

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

This is an upper level management course intended to provide students with an understanding of the principles underlying leadership in government, industry, and society. The course will review research on leadership and management, examining topics such as leadership skills, leading changes in organizations, leader-follower relationships, and leadership tactics. This course will take the theoretical aspects of leadership and relate them to real situations. Students will participate in various exercises to analyze leadership strategies and assess leadership strengths and weaknesses.

- Approaches to leadership research (trait-based, skill based, relationship-based, etc.)
- Dyadic Relations and Followership
- Outstanding Leadership Theories
- Transactional and Transformational Leadership
- Leadership and Ethics
- Leading for Innovation
- Implicit Leadership Theories
- Contingency Theories
- Gender and Leadership

## **Learning outcomes**

By the end of the module, students should be able to:

- Identify and critique leadership styles based on various theories discussed.
- Understand the strengths and weaknesses of various leadership styles based on context.
- Understand what makes a good or bad/effective or ineffective leader.
- Understand leader-follower relationships.
- Identify causes of dysfunctional leadership and propose strategies for change.
- Apply imagination, inventiveness and critical thinking to the module content.
- Develop critical reflexivity towards the module content and examples of practice.

## **Indicative reading list**

Text: Yukl, G. A. & Gardner, W. L. (2019). Ninth Edition Leadership in Organizations, Global Edition. Upper Saddle River, N.J.: Pearson Education Inc.

Secondary text: Northouse, P. G. (2021). Ninth Edition Leadership, International Student Edition. Thousand Oaks, CA: Sage.

- Alvesson, M. & Einola, K. (2019). Warning for excessive positivity: Authentic leadership and other traps in leadership studies. *The Leadership Quarterly*, 30, 383-395.
- Adams, R. B. (2016). Women on boards: The superheroes of tomorrow? *The Leadership Quarterly*, 27, 371-386.
- Amabile, T.M. & Kramer, S.J. (2012) How leaders kill meaning at work. *McKinsey Quarterly*, January 2012.
- Anderson, H. J., Baur, J. E., Griffith, J. A., & Buckley, M. R. (2017). What works for you may not work for (Gen)Me: Limitations of present leadership theories for the new generation. *The Leadership Quarterly*, 28, 245-260.
- Antonakis, J. & Eubanks, D. L. (2017). Looking leadership in the face. *Current Directions in Psychological Science*, 26, 270-275.
- Banks, G. C., Engemann, K. N., Williams, C. E., Gooty, J., McCauley, K. D., & Medaugh, M. R., (2017). A meta-analytic review and future research agenda of charismatic leadership. *The Leadership Quarterly*, 28, 508-529.
- Burnes, B., Hughes, M., & By, R. T. (2018). Reimagining organisational change leadership. *Leadership*, 12, 141-158.
- Gottfredson, R. K. & Reina, C. S. (2020). Exploring why leaders do what they do: An integrative review of the situation-trait approach and situation-encoding schemas. *The Leadership Quarterly*, 31, 1-20.
- Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, 109, 573- 598.
- Eubanks, D. L., Antes, A L., Friedrich, T. L., Caughron, J. J., Blackwell, L. V., Bedell-Avers, K. E., & Mumford, M. D. (2010). Criticism and outstanding leadership: An evaluation of leader reactions and critical outcomes. *The Leadership Quarterly*, 21(3) 365-388.
- Offermann, L. R. & Coats, M. R. (2018). Implicit theories of leadership: Stability and change over two decades. *The Leadership Quarterly*, 29, 513-522.
- Glass, C. & Cook, A. (2015). Leading at the top: Understanding women's challenges above the glass ceiling. *The Leadership Quarterly*, 27, 51-63.
- Grabo, A., Spisak, B. R., van Vugt, M. (2017). Charisma as a signal: An evolutionary perspective on charismatic leadership. *The Leadership Quarterly*, 28, 473-485.
- Kaptein, M. (2017). The moral entrepreneur: A new component of ethical leadership. *Journal of Business Ethics*, 156, 1135-1150.
- Martin, R., Thomas, G., Legood, G., & Russo, S. D. (2018). Leader-member exchange (LMX) differentiation and work outcomes: Conceptual clarification and critical review. *Journal of Organizational Behavior*, 39, 151-168.
- Hughes, D. J., Lee, A., Wei Tian, A., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29, 549-569.
- Ligon, G.S., Hunter, S.T. & Mumford, M.D. (2008). Development of outstanding leadership: A life narrative approach. *The Leadership Quarterly*, 19 (3) 312-334.
- Lovelace, J. B., Neely, B. H., Allen, J. B., & Hunter, S. T. (2019). Charismatic, ideological, & pragmatic (CIP) model of leadership: A critical review and agenda for future research. *The Leadership Quarterly*, 30, 96-110.
- Mumford, M. D., Todd, E. M., Higgs, C. & McIntosh, T. (2017). Cognitive skills and leadership performance: The nine critical skills. *The Leadership Quarterly*, 28, 24-39.
- Mumford, M.D. & Van Doorn, J.R.(2001). The leadership of pragmatism - Reconsidering Franklin in the age of charisma. *The Leadership Quarterly*, 12 (3) 279-309.

- Oc, B. (2018). Contextual leadership: A systematic review of how contextual factors shape leadership and its outcomes. *The Leadership Quarterly*, 29, 218-235.
- Piccolo, R. F.; Greenbaum, R., Den Hartog, D. N., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior*, 31, 259–278.
- Shondrick, S. J., & Lord, R. G. (2010). Implicit Leadership and Followership Theories: Dynamic Structures for Leadership Perceptions, Memory, and Leader-Follower Processes. *International Review of Industrial and Organizational Psychology*, 25(1), 1–33.
- Siangchokyoo, N., Klinger, R., & Campion, Em. D. (2020). Follower transformation as the linchpin of transformational leadership theory: A systematic review and future research agenda. *The Leadership Quarterly*, 31, 1-18.
- Stouten, J., Rousseau, D. M., & DeCremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literatures. *Academy of Management Annals*, 12, 752-788.
- Sy, T., Horton, C., & Riggio, R. (2018). Charismatic leadership: Elicitnkg and channeling follower emotions. *The Leadership Quarterly*, 29, 58-69.
- Uhl-Bien, M. & Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework. *The Leadership Quarterly*, 29, 89-104.
- van Knippenberg, D. & Sitkin, S.B. (2013). A critical assessment of charismatic-transformational leadership research: Back to the drawing board? *The Academy of Management Annals*, 7(1), 1-60.

## Subject specific skills

Appreciate the complex nature of leadership research.

Develop an understanding of the influence of contextual variables when studying leadership.

Explain and apply their knowledge and understanding of key leadership theories to their own experiences.

## Transferable skills

Written and verbal communication skills.

Analytical skills.

Research skills.

Time management skills.

Critical thinking skills.

## Study

### Study time

Type	Required
Lectures	9 sessions of 2 hours (8%)
Seminars	9 sessions of 1 hour (4%)
Total	223 hours

<b>Type</b>	<b>Required</b>
Private study	123 hours (55%)
Assessment	73 hours (33%)
Total	223 hours

## Private study description

123 hours private study

## Costs

No further costs have been identified for this module.

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## Assessment

You do not need to pass all assessment components to pass the module.

### Assessment group A3

	<b>Weighting</b>	<b>Study time</b>
Individual Assignment (15 CATS)	90%	65 hours
Participation (15 CATS)	10%	8 hours

### Assessment group R

	<b>Weighting</b>	<b>Study time</b>
Individual Assignment (15 CATS)	100%	

## Feedback on assessment

Oral feedback will be given to students as they work on their essays. This will happen during meetings held in office hours. Detailed written feedback will be provided by tutors to individual students upon completion of the essay.

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## Availability

### Courses

This module is Optional for:

- UIBA-N20B BSc in Management
  - Year 3 of N20B Management

- Year 3 of N20B Management
- Year 3 of N23K Management with Accounting
- Year 3 of N234 Management with Digital Business
- Year 3 of N235 Management with Entrepreneurship
- Year 3 of N232 Management with Finance
- Year 3 of N252 Management with Marketing
- Year 3 of N23L Management with Strategy and Organisation
- Year 4 of N20B Management
- Year 4 of N20B Management
- Year 4 of N23K Management with Accounting
- Year 4 of N234 Management with Digital Business
- Year 4 of N235 Management with Entrepreneurship
- Year 4 of N232 Management with Finance
- Year 4 of N252 Management with Marketing
- Year 4 of N23L Management with Strategy and Organisation
- UIBA-MN3C Law and Business Four Year (Qualifying Degree)
  - Year 3 of MN3C Law and Business Four Year (Qualifying Degree)
  - Year 4 of MN3C Law and Business Four Year (Qualifying Degree)
- Year 3 of UIBA-N400 Undergraduate Accounting and Finance
- UIBA-N404 Undergraduate Accounting and Finance (with Foundation Year and Placement/Undergraduate Partnership Programme)
  - Year 5 of N404 Accounting and Finance (Foundation Year and Placement)
  - Year 5 of N405 Accounting and Finance (Foundation Year and UPP)
  - Year 5 of N403 Accounting and Finance (with Foundation Year)
- Year 4 of UIBA-N403 Undergraduate Accounting and Finance (with Foundation Year)
- UIBA-N401 Undergraduate Accounting and Finance (with Placement Year/Undergraduate Partnership Programme)
  - Year 4 of N401 Accounting and Finance (Placement)
  - Year 4 of N402 Accounting and Finance (Undergraduate Partnership Programme)
- Year 3 of UCSA-I1N1 Undergraduate Computer Science with Business Studies
- Year 4 of UCSA-I1NA Undergraduate Computer Science with Business Studies (with Intercalated Year)
- Year 1 of UIOA-EEU Undergraduate EU Exchange
- Year 4 of UGEA-RN21 Undergraduate German and Business Studies
- Year 3 of UIPA-L8N1 Undergraduate Global Sustainable Development and Business
- Year 4 of UIPA-L8N2 Undergraduate Global Sustainable Development and Business Studies (with Intercalated Year)
- Year 4 of UIBA-N1RA Undergraduate International Business with French
- Year 4 of UIBA-N1RB Undergraduate International Business with German
- Year 4 of UIBA-N1RC Undergraduate International Business with Italian
- Year 4 of UIBA-N1RD Undergraduate International Business with Spanish
- UIBA-N20F Undergraduate International Management
  - Year 4 of N20F International Management
  - Year 4 of N20F International Management
  - Year 4 of N20S International Management (with Accounting)
  - Year 4 of N20T International Management (with Chinese)

- Year 4 of N20P International Management (with Entrepreneurship)
- Year 4 of N20M International Management (with Finance)
- Year 4 of N20U International Management (with French)
- Year 4 of N20L International Management (with Marketing)
- Year 4 of N20V International Management (with Spanish)
- Year 4 of N20W International Management (with Strategy and Organisation)
- Year 4 of N20N International Management with Digital Business
- Year 4 of N20E Management (with Foundation Year)
- Year 4 of N234 Management with Digital Business
- Year 3 of UIBA-MN3A Undergraduate Law and Business Studies
- UIBA-N20G Undergraduate Management (with Foundation Year and Intercalated Year/Undergraduate Partnership Programme)
  - Year 5 of N20G Management (Foundation Year and Intercalated)
  - Year 5 of N20H Management (Foundation Year and UPP)
  - Year 5 of N23B Management with Finance (with Foundation Year and Intercalated Year)
  - Year 5 of N23C Management with Finance (with Foundation Year and Undergraduate Partnership Programme)
  - Year 5 of N25B Management with Marketing (with Foundation Year and Intercalated Year)
  - Year 5 of N25C Management with Marketing (with Foundation Year and Undergraduate Partnership Programme)
- UIBA-N20E Undergraduate Management (with Foundation Year)
  - Year 4 of N20E Management (with Foundation Year)
  - Year 4 of N23N Management with Accounting (with Foundation Year and Placement Year)
  - Year 4 of N23M Management with Accounting (with Foundation Year)
  - Year 4 of N23E Management with Digital Business (with Foundation Year)
  - Year 4 of N23F Management with Entrepreneurship (with Foundation Year)
  - Year 4 of N23D Management with Finance (with Foundation Year)
  - Year 4 of N252 Management with Marketing
  - Year 4 of N254 Management with Marketing (with Foundation Year)
  - Year 4 of N23P Management with Strategy and Organisation (with Foundation Year)
- Year 3 of UMAA-G1N4 Undergraduate Mathematics with Business Studies
- Year 4 of UMAA-G1N5 Undergraduate Mathematics with Business Studies (with Intercalated Year)
- Year 1 of UIOA-EOS Undergraduate Overseas Exchange
- Year 3 of UPXA-F3N1 Undergraduate Physics and Business Studies
- Year 4 of UPXA-F3ND Undergraduate Physics and Business Studies (with Intercalated Year)
- Year 1 of UIOA-EUS Undergraduate USA Exchange