

Module Title Ethical and Effective Leadership	Reference SSM215 SCQF SCQF Level 11 SCQF Points 15 ECTS Points 7.5 Created March 2011 Approved May 2013 Amended May 2014 Version No. 2
Keywords Ethical Leadership, Change Management, Supervision, Staff Development	

This Version is No Longer Current

The latest version of this module is available [here](#)

Prerequisites for Module

None in addition to course entry requirements or equivalent.

Corequisite Modules

None.

Precluded Modules

None.

Aims of Module

To evaluate critically the ethics underpinning leadership and how these relate to the management of change and the support and development of staff.

Learning Outcomes for Module

On completion of this module

Indicative Student Workload

	Full Time	Distance Learning
<i>Contact Hours</i>		
Lectures	12	10
Tutorials	0	4
Workshops	24	0

Directed Study

Student Centred Learning	42	0
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Private Study

Private Study	72	136
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Mode of Delivery

A combination of lectures, workshops, presentations, directed online learning, directed reading, preparatory work and private study, as appropriate to the student's chosen mode of attendance.

Assessment Plan

On completion of this module, students are expected to be able to:

1. Interrogate critically the concept of ethical leadership.
2. Evaluate critically key aspects of the leadership role within an ethical framework.
3. Formulate applications of different models of change management.
4. Demonstrate critical understanding of methods of supporting and developing staff.

Indicative Module Content

Ethics and values which inform decision making
 The concept and processes of ethical and effective leadership
 The differences between leadership and management
 the strengths and weaknesses of different leadership styles
 The leadership role in building relationships, working with interpersonal dynamics, strategic thinking, visioning, inspiring and managing conflict
 Models of change
 The context within which change occurs
 core skills and behaviour for managing change
 Motivating staff
 Models of supervision
 Creating a Learning

	Learning Outcomes Assessed
Component 1	1,2,3,4

Component 1 will be assessed by essay and integrative presentation assessing the four learning outcomes.

Indicative Bibliography

1. ANTONAKIS, J., CIANCIADO, A.T., & STERNBERG, R.J., 2004, (Eds.) *The Nature of Leadership*. London: Sage
2. BEEREL, A., 2010, *Leadership and Change Management*. London: Sage
3. HUFFINGTON, C., ARMSTRONG, D., HALTON, W., HOYLE, L., & POOLEY, J., (Eds) 2004, *Working below the Surface; the emotional life of contemporary organisations*. London: Tavistock
4. KAUCHER, E., 2011, *Decision Making and Effective Leadership*. VDM Verlag: Germany
5. NORTHHOUSE, P.G., 2013, (6th Ed) *Leadership: theory and practice*. London: Sage
6. NORTHHOUSE, P.G., 2015, (3rd Ed) *Introduction to Leadership: concepts and practice*. London: Sage
7. SCHERMERHORN, J., HUNT, J., & OSBORN, R., 2011, (2nd Ed) *Organizational Behaviour*. Chichester: Wiley & Sons

Creating a Learning Organisation