

# Unit BR5: Management and Leadership

Unit code:	H/503/7271
QCF level:	6
Credit value:	15

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## Aim

This unit aims to give the learner an understanding of the links between leadership and management. The unit also gives learners the skills to be able to apply this understanding in an organisational context.

## Unit abstract

There is debate about whether the use of these terms should be restricted or used interchangeably. In this unit, learners will have the opportunity to assess the merits of this debate.

Learners will gain an insight into the current thinking on leadership from an organisational perspective and they will examine the links between leadership and management. Learners will have the opportunity to consider current theories of leadership and management and investigate how they can be applied in an organisational context. This will enable learners to compare and evaluate the usefulness of these theories as they seek to apply them to the specific leadership requirements in an organisation.

All organisations need leaders at every level of the business. However, the leadership qualities that are required to make a good leader can vary in different organisations, at different levels of the organisation, in teams and in different organisational situations. Learners will look at the importance of leadership qualities and they will explore how they link to leadership behaviour.

The unit will enable learners to understand the impact of management and leadership styles on organisational decisions in differing situations, through examining the skills and styles of successful leaders. Applying management and leadership theories and models to specific situations will enable learners to assess the impact that different leadership styles can have on organisational direction.

## **Learning outcomes**

### **On successful completion of this unit a learner will:**

- 1 understand the relationship between management and leadership
- 2 understand the features that underpin effective leadership
- 3 be able to apply theories of management and leadership in organisational contexts
- 4 be able to advise on the management and leadership skills required for selected roles in an organisation.

## Unit content

### 1 Understand the relationship between management and leadership

*Management and leadership:* definitions of management; perspectives on leadership

*Management and leadership style:* autocratic, charismatic, persuasive, participative; influences on style; emotional leadership styles; differentiation between management and leadership styles in given situations; Blake and Mouton's managerial/leadership grid

### 2 Understand the features that underpin effective leadership

*Leadership behaviour:* theories; differences between management and leadership in terms of behaviours

*Leadership qualities:* honesty, enthusiasm, confidence, charisma, intelligence, knowledgeable, able, good communicator, respect, compassion, sensitivity, strong values

*Context:* organisational context; situational context

### 3 Be able to apply theories of management and leadership in organisational contexts

*Theories – current theories:* types of power and authority; great man theory

*Universal theories:* difference between transformational and transactional leadership; charismatic leadership; leaders who fulfil these definitions

*Situational theories:* Adair's Action Centred Leadership model; Tannenbaum and Schmidt's continuum of leadership behaviour; Handy's best-fit approach; Hersey and Blanchard's leadership styles; difference between situational and contingency theory, eg Fiedler

*Impact of leadership:* efficiency, reliability, innovation, adaptation and human resources in the organisation and sub-units, vision, cultural issues; levels of leadership; size and stage of development of organisation, eg business start-up versus established business; turnaround leadership

### 4 Be able to advise on the management and leadership skills required for selected roles in an organisation

*Development of management and leadership skills:* different methods of developing leaders through formal learning; different 'on the job' methods; benefits of self-help activities; developing leaders versus recruiting as needed; creating a learning climate; model for assessing future leadership requirements, eg Council for Excellence in Leadership and Management diagnostic tools; leadership competencies

## Learning outcomes and assessment criteria

<b>Learning outcomes</b> On successful completion of this unit a learner will:	<b>Assessment criteria for pass</b> The learner can:
LO1 Understand the relationship between management and leadership	1.1 Discuss the similarities between leadership and management 1.2 Assess the merits of the argument that leadership is different from management 1.3 Evaluate the impact of both management and leadership styles on staff in organisations
LO2 Understand the features that underpin effective leadership	2.1 Assess the relationship between leadership style and leadership behaviour 2.2 Explain how leadership behaviour is linked with leadership qualities in effective leaders 2.3 Evaluate the importance of context on leadership styles and qualities
LO3 Be able to apply theories of management and leadership in organisational contexts	3.1 Examine the argument that leaders are born and not made 3.2 Critically assess the impact of leadership in a selected organisation using appropriate theories 3.3 Review the impact of selected theories of management and leadership on organisational direction of a selected organisation
LO4 Be able to advise on the management and leadership skills required for selected roles in an organisation	4.1 Propose methods to identify the skills required for leadership of a given role in a selected organisation 4.2 Recommend a style of leadership that is suitable to the role and appropriate to the culture in a selected organisation 4.3 Make justified evaluations of recommended leadership skills required for a selected role in an organisation

## Guidance

### Links to National Occupational Standards

The content of this unit has been mapped against the Engineering Council's current Learning Outcomes for IEng Accreditation. The completion of the learning outcomes for this unit will contribute knowledge, understanding and skills towards the evidence requirements for IEng Registration.

See *Annexe B* for summary of mapping information for IEng Accreditation.

### Essential requirements

There are no special resources needed for this unit.

### Delivery

A good starting point for learning outcome 1 is a whole-class discussion. For example, the tutor could ask if prominent figures are leaders or managers. This will almost certainly generate some lively debate of delivery of this learning outcome. All learners will have had some experience of working with managers and leaders in social activities and/or in the workplace. Some learners may hold these positions in the workplace or in other situations. Learners can draw on their own experiences by working in small groups to discuss the similarities and differences between leadership and management. Some tutor input will be required to develop understanding of leadership. Learners could draw on their own experiences to identify situations where these styles have been demonstrated. This could be followed by case studies with learners working in small groups to discuss the management and leadership styles in each of the situations. A good way to conclude learning outcome 1 is to return to the opening discussion on the two prominent figures. This could be an open discussion or it could be conducted in pairs or small groups. Learners could be asked if their initial perceptions about leadership and management have changed and to feedback to the class on their current views.

Learning outcome 2 will require some input from the tutor on leadership behaviour and leadership qualities. This can be approached by using topical examples of situations where leadership qualities and behaviour are in the public eye. A good starting point here is to take some examples of current prominent leaders. Video clips may be available if the leaders have appeared on television. Learners can then be put into small groups with a list of agreed qualities and behaviours and be asked to score the leaders against these lists. They can also be asked to compare the strengths and weaknesses of the leaders in terms of their qualities and behaviour. Learners can be introduced to the importance of context to the leadership styles used through the use of case studies. Historical and contemporary examples can be equally effective here. Learners could work in pairs to discuss the leadership style of leaders such as Winston Churchill in the contrasting contexts of war and peace situations. They could look at the leadership style of a contemporary industry leader such as Willie Walsh in the context of the British Airways cabin crew dispute. Learners could feed back their conclusions to the group.

For learning outcome 3, there will need to be tutor input on the theories of leadership and management. There are many theories of management and leadership which have evolved and developed over a long period. There can be a great deal of overlap between them. Tutors could give an overview of the development of the different approaches as an introduction. This could be followed by a more detailed look at selective theories from the main schools of thought. Tutors could use the theories to lead group discussions on leaders who are facing the challenges raised by current issues.

For learning outcome 4, tutors will need to provide learners with guidance on the methods of identifying leadership skills. A useful way of consolidating learning is to ask learners to apply this and to identify a given role in their own organisation. It could be their own role or it could be the role of a superior or a subordinate provided that they are in a leadership or management position in the organisation. Learners could work in pairs or in small groups to discuss the methods that they would use to identify the leadership skills required for these roles. They could also identify which methods would be the most appropriate in different circumstances and different organisational contexts. The tutor could use the results of this exercise by asking learners to apply their understanding of leadership styles covered in learning outcome 1. They could work in the same groups to discuss their choice of leadership style for their selected roles.

## Assessment

The learner must apply their understanding of management and leadership to a given role either within their own organisation or a real or simulated organisation in a case study.

## Resources

### Books

Adair J – *Effective Leadership: How to be a Successful Leader* (Pan, 2009)  
ISBN 978-0330504195

Adair J – *How to Grow Leaders: The Seven Key Principles of Effective Leadership Development* (Kogan Page, 2009) ISBN 978-0749454807

Anderson M – *The Leadership Book* (Pearson, 2010) ISBN 978-0273732044

Dalton K – *Leadership and Management Development: Developing Tomorrow's Managers* (Pearson, 2010) ISBN 978-0273704706

Gold J, Thorpe R and Mumford A – *Leadership and Management Development* (CIPD, 2010) ISBN 978-1843982449

Kouzes J M and Posner B Z – *The Leadership Challenge*, 4th Edition  
(Jossey-Bass, (2008) ISBN 978-0787984922

Mullins L J – *Management and Organisational Behaviour*, 9th Edition  
(Financial Times/Prentice Hall, 2010) ISBN 978-0273724087

Radcliffe S – *Leadership: Plain and Simple* (Pearson, 2009)  
ISBN 978-0273730897

**Journals**

*Management Today* (Haymarket Business Media)

*People Management* (Chartered Institute of Personnel and Development)

*Professional Manager* (Chartered Management Institute)

*Training Journal* ([www.trainingjournal.com](http://www.trainingjournal.com))

**Websites**

<a href="http://www.cipd.co.uk">www.cipd.co.uk</a>	Chartered Institute of Personnel and Development
<a href="http://www.leadershipnow.com">www.leadershipnow.com</a>	Articles and blogs on leadership challenges
<a href="http://www.managementhelp.org">www.managementhelp.org</a>	Free management library for articles and blogs on leadership
<a href="http://www.managers.org.uk">www.managers.org.uk</a>	Chartered Management Institute – searchable database that members can use to access journal articles and other publications
<a href="http://www.peterhoney.com">www.peterhoney.com</a>	Questionnaires and trainer packs
<a href="http://www.businessballs.com">www.businessballs.com</a>	Free management library with articles
<a href="http://www.teamtechnology.co.uk">www.teamtechnology.co.uk</a>	Case studies/articles on leadership and management