**Brief**

You are required to complete one assignment to test the following module learning outcomes:

1. Critically evaluate the development of leadership and management theories;

2. Critically appreciate the nature of leadership and management theories and their application in a range of leadership and management settings.

1. Assignment Question Critically evaluate the application of leadership theories to a leader in an organizational context (e.g. a company of your choice) and management theories to a contemporary organization.

2. Guidance 2.1 Structure Students will decide on the appropriate structure and content but we would expect to see the following elements:

♣ Introduction (explaining the purpose and structure of the report): o the terms of reference for the report in general, the theoretical area and focus of your report and approach taken (including method(s) used); o setting the context (background to sector, organization, organizational structure, culture etc.). o Structure of the report.

♣ Main body of the assignment (with subheadings for easier navigation & professionalism): o Contextual discussion of the broader development of leadership and management theory as appropriate to the chosen topic for critical evaluation; o critical evaluation of leadership and management theories see https://studyskills.southwales.ac.uk/academicskills/analysing/ o application of critiqued theory to evidenced practice within the selected contemporary organisation; o evaluation and commentary on the fit (or lack of fit) between your critiqued theory and practice as evidenced.

♣ Conclusions: o Your conclusions should relate to the terms of reference for the report (in other words you should be reaching conclusions about theory, practice and the fit between theory and practice).

1 2.2 Additional guidance

♣ This is an individual assessment, not a group task.

♣ You may use a leader and an organisation. It is a good idea to choose an organisation with which you are familiar. It is often advisable to use your own organisation where possible as you will often have better access to information. Remember you are required to present evidence not make assertions about practice.

♣ If you use your own organisation, then you may wish to seek a sponsor for your work who can help you to navigate access to documentation. If you are using confidential sources then clearly mark your work as confidential on the front cover.

♣ You must be ethical in your approach to your work at all times. Your document will be entered onto a global database (Turnitin) so bear this in mind. Your sponsor/boss may ask to read your work;

♣ If you are not currently working then ensure that you choose a leader and an organisation where there is good access to information in the public domain;

♣ When you are looking at a leader and an organisation, you need to identify relevant practice. In the case of a leader this may relate to their traits and behaviours. Things that they have said and done. In relation to your organisation you need to be looking at the policies and approaches of organisations. You need to provide suitable EVIDENCE (which is normally referenced). For example, classical and human relations approaches to management have different conceptions of motivation, incentives and rewards, ways of organizing work and tasks etc. How are these reflected in company policies? Do not fall into the trap of making assertions. You should only be giving your personal opinion here in exceptional circumstances and if it is your opinion, make this clear to the reader.

♣ Remember to use a range of sources of information from both internal and external sources to build up the reliability of your evidence;

♣ In your introduction you should BRIEFLY state your methodology. This will normally involve secondary research only but in exceptional cases, depending on your chosen theoretical focus, you may hold interviews with relevant staff if considered appropriate. You are advised to discuss this with your tutor. You may also use your own observations i.e. reflective practice. Remember to reference this section of your report.

♣ Academic Literature should be sourced from a range of textbooks and peer reviewed journal articles. A limited range of readings are made available. Start off with the lectures provided, then consult text books, to give you a framework from which to build your understanding. Do not use literature from unreliable sources like Wikipedia, Businessballs, online study sources. It is essential that you are read peer reviewed journal articles to build your critical evaluation;

♣ Use the University’s Harvard referencing system as per University regulations (see https://studyskills.southwales.ac.uk/academic-skills/referencing/ 2 Further general guidance on approaching your assignment work in the module is provided in the Module Handbook and you are strongly advised to read this prior to commencing your assignment work. 2.3 Presentation Your work should: Be presented using 12 pt Arial font and double line spacing; Follow best practice in relation to report writing (see https://studyskills.southwales.ac.uk/academicskills/writing/ Use different headings and sub-headings to provide clarity to your work with a supporting numbering system; You are encouraged to provide different figures (tables, diagrams etc.) as appropriate. They should be clearly numbered and included on the contents page. They should be used to illustrate a point but NOT to make a point; Do not include any appendices as they will NOT be read; Be your own independent work and free from plagiarism by ensuring that work is clearly referenced; Use Harvard style citation and referencing using the University’s published guidelines; Be written in appropriate academic style. You are advised NOT to discuss the theory, then the practice and then the fit. An integrated approach whereby you critically evaluate a section of theory, apply it to practice and then discuss the fit works best as your reader will be able to follow your discussion more easily. Be professionally presented. You may wish to consider writing out your practice elements in italics so it is easily identified and use an emboldening technique to link theory and practice; Have a good standard of written English and been spell checked and proof-read; Have a clearly labelled front page detailing the module code and title, title of the assignment, tutors name, your name and enrolment number and the date of submission;

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The maximum word for the assessment is 6,000 words, +/- 10%. This word count does not include any appendices (which you should not need to any extent as all salient points should be in the body of your report) but excludes the words in the reference list. This word count must be adhered to