

Critical Leadership Assignment 1 Preparations (U 23369)

Workshop - Week 5
by
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Objective

- By the end of this session you will be able to understand the requirements for Assignment 1



Assignment 1

1. Details are in the Unit Handbook
2. Individual assignment – 60% of total marks
3. In-depth understanding of at least one newer leadership theory or a specific aspect (page 5)
4. Interview based essay – maximum 2,500 words
5. Hand-in on line: by 2355 on Friday 25 January 2019
6. This presentation is on moodle

Assignment 1 tips:

1. Read the unit handbook details - in full – both before you start and again just before you submit
2. Follow the structure (coming up)
3. No transcript or ethics form = FAIL
4. Wide research required – academic journals are essential
5. No names or identifiers to be used on the interview transcripts
6. Use correct APA 6 reference protocol
7. Do not leave it to the last minute!

Assignment 1 details

- Interview 2 people about their experience of leadership
- Integrate their answers with the theory
- Show in-depth understanding of at least one leadership theory and..
- an appreciation of other theories
- Be critical (unit title!) so multiple perspectives

Essay Structure

- Introduction (section 1)
- Literature review of theory (section 2)
- Interview methodology (section 3)
- Integration and analysis (section 4)
- Conclusion (section 5) followed by Reference list
- Signed ethics form (Appendix 1)
- Copies of transcripts (Appendix 2, 3,....)

Ethics – Absolutely essential

- You are collecting data from 'live' subjects
- UoP insists you follow the rules of informed consent (next slide)
- A signed ethics statement demonstrates to us you have followed the correct protocol

Informed Consent means:

- Interviewees can choose not to participate without penalty.
- Confidentiality and anonymity are maintained
- No risks, including reputational, to respondents and researcher
- Compliance with relevant organisational procedures
- Tell interviewees how you intent to meet these requirements.

More details (1)

- The Title should include what is your main theory.
- Introduction (section 1) brief explanation of the assignment highlighting the main theory chosen and why.
- Signpost to the rest of the assignment - a sentence on each section

More details (2)

- Review of Theory – section 2
- Mini literature review
- In depth on the main theory chosen
- Use a critical approach
- Wide range of academic sources – lack of understanding indicates lack of research
- A good literature review is more than description (next slide)

A good Literature Review:

- Tells the reader what is known about the topic
- What the areas of contention are
- What still remains unknown
- Pulls on multiple of sources
- Structure varies but definitions are a good starting point then where was the theory first discussed and why, evidence in practice? – positive or negative outcomes and supported by who? Any links to other theories?

More details (3)

- Interview methodology (section 3)
- Who was chosen and why
- Leader or follower or both?
- Situation - type of organisation
- Gender – age bracket
- How the interviews were conducted
- The questions asked and why
- Pros and cons

More details (4)

- Integration Section (4)
- Analysing the interviewee responses; what was said that is important and why?
- Linking this to the theory from section 2 or further research
- Look for examples of theories other than your main one when analysing data; this shows breath of understanding

More details (5)

- Conclusion (section 5)
- Summarise what you have found out
- Do you have any evidence for or against the theories and if so what
- Any ideas/thoughts of your own based on your research?
- Limitations – do things differently?
- Do not bring in new information or theory here
- No conclusion - you are unlikely to pass!

Interviews

- Interviewees: Do they have leadership or followership experience and how recent is this experience?
- Consider the logistics of your interviews so...
- How will you get access to them, where will the interview take place, how will you ensure you will not be interrupted, will you record or take notes or both?
- After the interview – interviewee happy any follow up issues?

Interview technique

- Conduct the interview professionally
- Settle the interviewee into the interview by explaining the reason and process and cover informed consent
- Use 3 or 4 OPEN questions to get the person talking
- Use PROBE questions to follow up
- Use CLOSED questions to check and confirm details

Activity

Work in pairs to ask each other open and closed type questions on the subject of leadership.

Swap round

20 minutes



Final Tips

- Research, Research and Research
- Plan your interview questions – rehearse them with a colleague/friend; make improvements
- Conduct your interviews in plenty of time
- Do ask Study Support for advice

Any questions about your assignment 1?



References

- Buchanan, D. & Huczynski (2010). *Organizational Behaviour* 7th ed. Harlow. Pearson
- Blake, R.R. and McCauley, A.A. (1991) *Leadership Dilemmas – Grid Solutions*. Houston. Gulf Publishing Co
- Mullins, Laurie J; Christy, Gill. (2013). *Management & organisational behaviour* (10th ed). Harlow. Financial Times Prentice Hal
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