London South Bank University

Module Guide

Professional Leadership

AHS/UELS

2015 - 2016

Level 7

Master of Science (MSc) in International Tourism

& Hospitality Management

ESH Paris Hotelschool

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1. MODULE DETAILS

Module Title:	Professional Leadership
Module Level:	7
Module Reference Number:	
Credit Value:	20
Student Study Hours:	36
Contact Hours:	33
Private Study Hours:	117
Pre-requisite Learning (If applicable):	
Co-requisite Modules (If applicable):	
Course(s):	MSc in International Tourism and Hospitality Management
Year and Semester	2015-2016 Semester 2
Module Coordinator:	Philip Want
MC Contact Details (Tel, Email, Room)	Room B165 Borough Road
Teaching Team & Contact Details (If applicable):	UELS Arnaud BOUVIER, ESH Paris
Subject Area:	Tourism & Hospitality
Summary of Assessment Method:	100% Coursework

2. SHORT DESCRIPTION

This unit focuses on the active, professional aspects of leadership studies within the Tourism and Hospitality industry. It starts from the assumption that almost every organised activity is initiated by leadership of some sort and that most, if not all, benefit from good leadership. Alongside engaging with contemporary theoretical perspectives on professional leadership, students will be encouraged to learn from their own and other's experience(s) of leadership in practice and to engage in activities which enable them to develop their own leadership aptitude

3. AIMS OF THE MODULE

This unit will enable participants to:

Examine the complex nature of leadership in a continuously changing environment

Assess the nature of strategic leadership (including strategic "change leadership")

Anticipate the practical implications of the human aspects of change

Evaluate the impact of change on the culture of tourism and hospitality organisations

Develop the ability to analyse and apply appropriate models of "change leadership" through the use of academic models and theories, as well as in case studies

4. LEARNING OUTCOMES

4.1 Knowledge and Understanding

Engage in a sustained, systematic and critical way with "real life" leadership issues of interest to students and relevant to their discipline

Critically evaluate and experiment with alternative ways of thinking about and/or acting out of leadership within their own particular context and/or areas of interest

Demonstrate a reflexive appreciation of conflict resolution

Critically interpret the practice and rhetoric of leadership

Demonstrate critical awareness of wider social contexts of leadership (including political, historical and economic)

4.2 Intellectual Skills

An ability to engage in critical analysis of data and documentation, both in written and verbal form

Self-awareness and capacity for personal reflection

4.3 Practical Skills

An ability to seek, handle and interpret statistical information

Survey/questionnaires techniques using observational and/or mapped dated collection

4.4 Transferable Skills

The following skills are developed during the unit:

Communication Skills

Confidence and assertiveness

Research skills

Managing tasks and solving problems

Ability to evaluate and analyse material critically

Legal and policy analysis and interpretation

5. ASSESSMENT OF THE MODULE

Students are required to:

CW 1: 20% of marks - 15 minutes presentation, 10 slides

Students to select and verbally present a short synthesising review of at least 3 relevant journal articles and/or book chapters on a chosen aspect of leadership.

Students will hand in their Powerpoint presentation in .ppt and .pdf format to ab@eshotel.com by 22/04

CW 2: 80% of Marks - 4000 words

Prefaced with a literature review and discussion of theoretical contexts, prepare a research essay examining the impact of leadership on operations, customer experience and performance in the particular event of a major change. Identify the leadership styles, skills and techniques that are essential to achieve change with success. The essay will be based on situations and organisations well known in the hotel and tourism industry; cultural differences must be addressed.

Students will hand in their essay in .doc and .pdf format to ab@eshotel.com by 10/05 + LSBU submission and Turnitin report

Assessment Criteria

Marking scheme:
70% +   = Distinction
60-69   = Merit
50-59   = Pass
< 50   = Fail

Marking criteria for CW1:

1: selection of papers - 20%

2: analysis and presentation of papers - 20%

3: discussion on leadership aspect - 50%

4: Quality of slides and presentation skills - 10%

Marking criteria for CW2:

1: Literature review for company shadowing, leader's presentation and leadership aspects - 30%

2: Identification and critical review of situations and organisations (how well the major change is presented and the link with leader's actions) - 20%

3: Linking of theory to practice, including change management and cultural differences (choice of theories or models of analysis and use / application to the change presented) - 30%

4: Identification of essential characteristics and recommendations (based on analysis and theory plus cultural analysis, identify main drivers for change in terms of leadership and subsequent recommendations) - 20%

6. FEEDBACK

Feedback will normally be given to students 15 working days after the submission of an assignment or an element of an assignment. All feedback is given on the feedback sheets; these will be available online.

7. INTRODUCTION TO STUDYING THE MODULE

7.1 Overview of the Main Content

Introduction: Leadership as a response to challenge

Leadership Challenge 1: Definition of leadership, presentation of main theories

Leadership Challenge 2: Leadership evaluation (MLQ)

Leadership Challenge 3: Leadership and performance

Leadership Challenge 4: Leadership and Change

7.2 Overview of Types of Classes

This module will be taught by a series of lectures and workshops. Lectures will define the key themes of organisational analysis and/or behaviour. The workshops are designed as practical sessions for students to apply some of the key concepts developed in lectures and derived from students reading. Some of the workshops will involve students working in groups to enhance their level of understanding.

7.3 Importance of Student Self-Managed Learning Time

Self-managed study is crucial to this module. The lectures will give the basic theoretical background and will introduce key concepts. It is advised to read from the sources list provided and to search for journal articles that will enhance the level of understanding in the field of leadership in Tourism and Hospitality organisations.

7.4 Employability

Students successfully completing this unit will gain:

working knowledge of the role and impact of professional leadership within an organisation,

working knowledge of economic, political and legislative frameworks relevant to the role of leaders in business and society,

working knowledge of change management and conflict resolution.

8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Lecture programme (12 sessions)

Session 1   **Introduction**

Session 2   Competencies, skills and traits
            The characteristics of a good leader: competencies, leadership traits or skills.
            Activity: Traits of effective leaders, a list of competencies

Session 3   Motivation and satisfaction
            This session will focus on why motivational styles have received so much academic
            attention. The different factors that shape motivation and which would be most relevant
            to the Tourism and Hospitality industry. This session will also ask you to consider
            several issues that face organisations recruiting for staff and come up with possible
            solutions to common problems faced by tourism & hospitality operators
            Activity: Oldham & Hackman employee job satisfaction survey

Session 4-6   Leadership styles and theories
            Presentation of Leadership Styles and the advantages and disadvantages associated
            with each of them: Autocratic / authoritarian, Charismatic, Laissez-faire / free rein,
            Participative, Transformational, Transactional… Full-range theory analyses leadership
            with 3 styles: transformation, transactional and free-rein. The multifactor leadership
            questionnaire (MLQ) is the tool to measure leadership according to this theory. Other
            theories are presented.
            Activity: MLQ questionnaire

Session 7   Group research project and activities

Session 8   Leadership and change
            Leading change, the anticipatory leader. This session will investigate the importance of
            leadership with the case of Thomas Cook, a preparation to CW2.
            Activity: Managing change, how to present change to employees

Session 9   Leadership across cultures
            This session will focus on the notion of cultures and impacts they have on
            organisational design and behaviour. The mainstream concepts of power, task and
            personal cultures will be examined. The impact of subcultures and theoretical
            perspectives of cultural management will be introduced. This session will also focus on
            the key issues surrounding the concept of cross-cultural management and will draw on
            some of the differing values entwined with the tourism and hospitality industry.
            Seminar: Developing Cultural Intelligence

Session 10   Training the leaders of tomorrow: Develop your leadership skills

Session 11-12 Presentations

9. STUDENT EVALUATION

28 Students evaluations of this course since 2013 attributed a grade of 4.4/5 (88%) based on 4
questions: interest of the course, lecturer's explanations, lecturer's implication and the intellectual
stimulation throughout the course.

10. LEARNING RESOURCES

10.1 Core Materials

Asree *et al.*, 2010	**Influence of leadership competency and organizational culture on responsiveness and performance of firms** Asree, S., Zain, M., & Razalli, M. R. (2010) International Journal of Contemporary Hospitality Management, 22(4), 500-516 **Purpose –** The purpose of this paper is to investigate the operations strategy of service firms (hotels) in order to determine whether the infrastructural aspects of their operational practices, i.e. leadership competency and organizational culture, would affect their responsiveness (as a cumulative capability) to their employees and customers and eventually their performance (increase in revenue). **Design, methodology and approach –** The approach takes the form of an empirical analysis of data (using structural equation modelling) obtained via a questionnaire survey involving 88 hotels of various ratings in Malaysia. *From the* **Literature review** Barrow (1977) defines leadership as "the behavioural process of influencing individuals or groups towards set goals". In addition, he also revealed that past research on leadership can be classified into four orientations: (1) leader behaviour investigation ; (2) situational and reciprocal causations ; (3) leadership effectiveness theories ; and (4) normative leadership approach. The leader behaviour investigation is related to the actual acts or behaviours of the leaders. Meanwhile situational and reciprocal causations assess the influence of situational factors on leader's behaviour and the causes of his/her behaviour on subordinates' activities. Further, leadership effectiveness theories are related to the effectiveness of a certain leadership style in an appropriate situation. Finally, normative leadership approach is described as an effective action in any given situation. Barrow (1977) also indicates that the leadership framework should consist three variables: leader's characteristic, leader's behaviour and the environment. Also, Zaccaro (2007) defines leadership practices as "the extent of leaders' behaviour in making decisions related to operational systems" of the hotels under study. Interestingly, Church (1995) found that managers' leadership behaviours in an airline services organization were significantly related to indicators of service quality and business unit performance.
Hofstede, 1980	**Motivation, leadership, and organization: do American theories apply abroad?** Hofstede, Geert *Organizational dynamics* 9.1 (1980): 42-63 **Cultural differences –** Maslow's hierarchy puts self-actualization (achievement) plus esteem above social needs above security needs. This, however, is not the description of a universal human motivation process - it is the description of a value system, the value system of the U.S. middle class to which the author belonged (*upper right hand corner of Figure 7 = achievement motivation*). I (Hofstede) suggest that if we want to continue thinking in terms of a hierarchy for countries in the lower righthand corner (*strong uncertainty avoidance = performance plus security*), security needs should rank top; for countries in the upper lefthand corner (*social motivation = quality of like plus risk*), social needs should rank at the top, and for countries in the lower lefhand corner (*social motivation = quality of life plus security - France*) both security and social needs should rank at the top.
Chung-Herrera *et al.*, 2003	**A Competencies Model Grooming Future Hospitality Leaders** Chung-Herrera, Beth G., Cathy A. Enz, and Melenie J. Lankau *Cornell Hotel and Restaurant Administration Quarterly* 44.3 (2003): 17-25.

	Cited in Asree *et al.*, 2010 A study on behaviour of lodging industry leaders by Chung-Herrera et al. (2003) found eight types of competency factors of leaders in the lodging industry. In their study they used 99 statements to assess the following eight leadership competency factors: (1) Self-management, which comprises ethics and integrity, time management, flexibility and adaptability, and self-development dimensions. (2) Strategic positioning, which comprises awareness of customer needs, commitment to quality, managing stakeholders management, and concern for community dimensions. (3) Implementation, which includes the dimensions of planning, directing others, and re-engineering. (4) Critical thinking, which includes strategic orientation, decision-making, analysis, and risk taking and innovation dimensions. (5) Communication, which includes the dimensions of speaking with impact, facilitating open communication, active listening, and written communication. (6) Interpersonal, which comprises the dimensions of building networks, managing conflict, and embracing diversity. (7) Leadership, which comprises the dimensions of teamwork orientation, fostering motivation, fortitude, developing others, embracing change and leadership versatility. (8) Industry knowledge, which is the business and industry expertise dimension.
Adair, 2002	**Inspiring leadership: learning from great leaders** John Adair Adair, John Eric, 1934- London: Thorogood, c2002. Format: E-Book ISBN 9781280173875 (electronic bk.) 9781854182616 (hbk.) 1854182617 (hbk.) 9781280173875 (MyiLibrary) **On Leadership –** Not only did de Gaulle practise a distinctive style of leadership, but he also wrote about it. A man of character also needs grandeur to be an effective leader, he believed. 'He must aim high, show that he has vision, act on the grand scale, and so establish his authority over the generality of men who splash in the shallow water.' If he allows himself to be content with the commonplace, he will be looked upon by others as a good servant, but 'never as the master who can draw to himself the faith and dreams of mankind.' A great exemplar of the Napoleonic tradition of leadership, Foch had written of the military commander: 'To think and to will, to possess intelligence and energy will not suffice for him; he must possess also "imperative fire", the gift of communicating his own supreme energy to the masses of men who are, so to speak, his weapon.'
Adair, 2005	**How to grow leaders: the seven key principles of effective leadership development** John Adair Adair, John Eric, 1934- London; Sterling, VA: Kogan Page, c2005. Format: E-Book ISBN 9781280222504 (electronic bk.) 0749443634 9781280222504 (MyiLibrary) **The seven principles of leadership development –** training; selection; line leaders as mentors; the chance to lead; education for leadership; a strategy for leadership development; the chief executive. **Thinking outside the box –** The exercise invited you to connect a square pattern of nine dots with four consecutive lines. The reason why people couldn't solve the problem is that they unconsciously impose a framework on the problem, and try to solve it by drawing the lines *inside* that invisible constraint or 'box'. It is only by starting the four consecutive lines at a point *outside* the box that the problem's simple and elegant solution reveals itself. Hence the phrase 'thinking outside the box' gradually caught on, though most people today are unaware of its origins. In fact the equivalent *starting point* for the zigzagging growth path of a leader *always lies outside the organization*. That is why leadership development began to look very different to me than the process that was then called 'management development'.

Adair, 2006	**Leadership and motivation: the fifty-fifty rule and the eight key principles of motivating others** John Adair Adair, John Eric, 1934- London; Philadelphia: Kogan Page, 2006. Format: E-Book ISBN 9786610851577 (electronic bk.) 0749447982 9780749447984 **About Maslow's hierarchy of needs -** The 'higher needs', according to Maslow, included not only the need to fulfil ourselves but also cognitive and aesthetic needs – the need to know and to understand. We need truth as well as beauty in our lives. « No one really knows about other human beings. The best you can do is to suppose that others are like yourself. » John Steinbeck **50/50 rule -** From the Fifty-Fifty Rule it follows that the extent to which you can motivate anyone else is limited, for 50 per cent of the cards are, so to speak, in their hands. **HOW TO MOTIVATE OTHERS** 1. Be motivated yourself 2. Select people who are highly motivated 3. Treat each person as an individual 4. Set realistic and challenging targets 5. Remember that progress motivates 6. Create a motivating environment 7. Provide fair rewards 8. Give recognition
Adair, 2007	**Develop your leadership skills** John Adair Adair, John Eric, 1934- London; Philadelphia, PA : Kogan Page, c2007. Format: E-Book ISBN 9781280869587 (electronic bk.) 0749449195 9780749449193 9781280869587 (MyiLibrary) **Qualities of leadership -** Enthousiasm, integrity, toughness, fairness, warmth, humility and confidence. Another approach to leadership plays down the idea that there are such things as generic leadership qualities. It stresses the idea that leadership depends on the *situation*. As we have seen, the truth is a little more complex than that. Some qualities are situation-related, but others – such as enthu-siasm, moral courage and stamina – are found in leaders in widely different situations.
Cohen, 2010	**Drucker on leadership: new lessons from the father of modern management** William A. Cohen ; foreword by Frances Hesselbein Cohen, William A., 1937- San Francisco: Jossey-Bass, c2010. 1st ed. Format: E-Book ISBN 9786612316852 (electronic bk.) 9780470405000 **Definition -** "Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations." **Leadership as a marketing job -** Segmentation is as important in leadership as it is in marketing. It means knowing that every one of your followers is different, and you must know and understand these differences to lead them effectively. For communication purposes, segmentation of your employees is essential, especially in a large company.
Haslam *et al.*, 2011	**The new psychology of leadership: identity, influence, and power** S. Alexander Haslam, Stephen D. Reicher, and Michael J. Platow Haslam, S. Alexander. Hove, East Sussex ; New York : Psychology Press, 2011.

	Format:E-Book ISBN 9786612882234 (electronic bk.) 9781841696096 9781841696102 (pbk.) **Literature review -** There is increasing recognition that: 1. Whether or not leadership is successful depends on *context*. 2. Leadership is not a quality of leaders alone but rather of the *relationship* between leaders and followers. 3. Leadership is not just about existing social realities but also about the *transformation* of social reality. More specifically, what we see is that leaders gain their effectiveness through their ability to represent and advance the social identity of the group. On the one hand this acts as a constraint on them. Leaders cannot say anything or get followers to do anything. They are reliant on their ability to persuade followers of their prototypicality and normativity, and this in turn depends on features of social context. But on the other hand, it is social identity that enables leaders to energize people with their vision, and to recruit the agency of followers in order to transform both their self-understanding and the world they inhabit. Leaders, followers, and situations are not static entities that exist independently of each other, but elements that interact to shape each other—and it is through this interaction that the power of leadership is unleashed.
Pendleton and Furnham, 2012	**Leadership: all you need to know** David Pendleton and Adrian Furnham Pendleton, David (David Alan) Basingstoke: Palgrave Macmillan, 2012. Format: E-Book Print version: (StDuBDS)0230319459 9780230319455 ISBN 9781283360753 (electronic bk.) 9780230319455 (hbk.) 0230319459 (hbk.) 9781283360753 (MyiLibrary) **Introduction -** In the previous chapter, we described and defined the Primary Colors Model of leadership. The model describes the three domains in which leaders operate – the strategic, the operational and the interpersonal domains. We also looked briefly at five tasks of leadership that lie at the center of the model: the area we have called leading. These tasks are each described by a single verb – inspire, focus, enable, reinforce and learn. **Jim Collins -** in his 'Level Five Leadership' article in the Harvard Business Review of 2001 explained that his research had led him to conclude that "breakthroughs require a simple understanding of what a company can be the best in the world at, how its economics work best, and what best ignites the passion of its people."
Pless and Maak, 2011	**Responsible leadership** Nicola M. Pless, Thomas Maak, editors Heidelberg ; London : Springer, c2011. Format: E-Book - see e-book for references ISBN 9781283865531 (electronic bk.) 9789400739949 940073994X 9781283865531(MyiLibrary) **Responsible leadership** can be understood as the awareness and consideration of the consequences of one's actions for all stakeholders, as well as the exertion of influence by enabling the involvement of the affected stakeholders and by engaging in an active stakeholder dialogue. Therein responsible leaders strive to weigh and balance the inter- ests of the forwarded claims. **Transformational leadership** - "leaders and followers [raising] one another to higher levels of morality and motivation'' (Burns 1978, p. 20). Transformational leaders recognize their followers' needs, inspire them and transcend their self-interest to work together towards a common organizational vision (Podsakoff et al. 1990, pp. 108f). **Ethical leadership -** While the leader as a moral person is characterized as honest and trustworthy, as a fair decision-maker and as someone who cares about people, the leader as a moral manager is a role model who proactively influences followers' ethical behavior (Brown and Trevino 2006, p. 597).

Schein, 2010	**Organizational culture and leadership** Edgar H. Schein Schein, Edgar H. San Francisco: Jossey-Bass, c2010. 4th ed. Format: E-Book ISBN 9781282755994 (electronic bk.) 9780470185865 (hardback) 9781282755994 (MyiLibrary) **Leadership in Organizational** Midlife - Midlife organizations show two basically different patterns, however. Some, under the influence of one or more generations of leaders, develop a highly integrated culture even though they have become large and diversi- fied; others allow growth and diversification in cultural assumptions as well and, therefore, can be described as culturally diverse with respect to their business, functional, geographical, and even hierarchical subunits. How lead- ers manage culture at this stage of organizational evolution depends on which pattern they perceive and which pattern they decide is best for the future.
Sheppardson and Gibson, 2011	**Leadership and entrepreneurship in the hospitality industry** Chris Sheppardson and Heather Gibson Sheppardson, Chris. Oxford [U.K.] : Goodfellow Publishers, Ltd., 2011. Format: E-Book ISBN 9781283113816 (electronic bk.) 9781906884499 9781283113816 (MyiLibrary) **Peter Lederer CBE**, **Chairman of Gleneagles** - Peter is always asking the question: How can we improve? He will often be heard asking 'What does success look like?', meaning that it is vital to be able to visualise what success looks like before embarking on a project or venture. This is an important feature in Peter's outlook for he will visualise the destination that he is working towards.

10.2 Optional Materials

Advances in global leadership	**Advances in global leadership. Vol. 7** edited by William H. Mobley, Ying Wang, Ming Li Bingley, U.K. : Emerald, 2012. Format: E-Book ISBN 9781780520032 (electronic bk.)
Journal of leadership studies	**Journal of leadership studies** Hoboken, N.J.: Published for School of Advanced Studies, University of Phoenix by John Wiley & Sons, c2007- Format: E-Journal EBSCO Publishing (Firm) ISSN 1935-262X 1935-2611 1935-2611 1
Leadership	**Leadership (e-journal)** London: Sage Publications, 2005-Format: E-Journal Leadership (London, England) 1742-7150 (DLC) 2005234209 (OCoLC)58049008 ISSN 1742-7150
Leadership & organization development	**Leadership & organization development journal** Bradford, England: MCB University Press Format: E-Journal Leadership & organization development journal (DLC) 83641530 (OCoLC)7803578 ISSN 1472-5347 0143-7739 0143-7739
The leadership quarterly	**The leadership quarterly** [Greenwich, Conn.] : JAI Press - Format: E-Journal EBSCO Publishing (Firm) ScienceDirect (Online service) Leadership quarterly 1048-9843 (DLC) 91650980 (OCoLC)21097969 ISSN 1873-3409 1048-9843 1048-9843