

SESSION 1

INTRODUCTION TO LEADERSHIP AND MANAGEMENT

**LCBB6022_BIRM Leadership and Management Theory and
Practice**



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

Student-Facing Policies:

1. Come to class ready to learn and engage
2. Always be ready to be “called upon” by your lecturer to answer a question or give your views
3. Be aware that all learning sessions will be recorded by the lecturer
4. Minimise interruptions and distractions
5. Be polite, respectful and courteous

Session Objectives

- During this session we will introduce and discuss...



Welcome to the module

Module Aim:

- To develop the student's knowledge and understanding of the dynamics involved in leading people within an organisational context for the success of a business.

Module Learning Outcomes:

- Upon the successful completion of this module, the student should be able to:
- **Critically evaluate** the complexities involved in leading and managing people in organisations, and the practical application of Leadership and Management theory and principles;
- **Critically evaluate** the design and implementation of strategies, which are focused on enhancing the effectiveness of Leaders and Managers, in order to meet current and future organisational needs.

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What will we discuss each week?

Week 1 – Introduction to module and basic concepts

Week 2 – Styles of leadership and leadership traits

Week 3 – Management theory

Week 4 – Cultural Awareness

Week 5 – Emotional intelligence and working with people

Week 6 – Organisational focus and assessment support

Week 7 – Presentation Assessments

Week 8 – The role of control

Week 9 – Dealing with conflict and crisis

Week 10 – Organisational Focus – assessment support

To pass this module you must...

- Submit your presentation slides by the submission deadline and attend your presentation assessment in week 7, **achieving at least 40% of the available marks.**
- Submit your essay by the submission deadline and achieve **at least 40% of the available marks.**

To succeed in the module you should...

- Attend your sessions and take an active part.
- Read the suggested reading each week.
- Provide critical evaluation of leadership and management theories.
- Use Harvard style references to cite your reading within your presentation and your essay.
- Use reliable and credible sources – journal articles and academic textbooks.

Assessments – Component 1

Component	Time Limit	Number of slides	Submission Date	Presentation Date
Component 1 – Individual Presentation	15 mins	10 - 15	Weekday Group – 22 nd February 2026 by 2pm Weekend Group – 27 th February 2026 by 2pm	Monday 23 rd February 2026 – during normal session time Saturday 28 th February 2026 – during normal session time.

Assessment Specification and support materials will be explained at the end of the session today.

The use of AI will **not** be permitted for the completion of this assessment.
Reading and support will be provided in class.

Assessments – Component 2

Component	Word Count	Essay Topic Focus	Submission Date
Component 1 – Essay	2000 words	Why controlling is essential in organisations of all types.	Weekday Group and Weekend Group Deadline – 22nd March 2026 by 2pm

Assessment Specification and support materials will be explained at the end of the session today.

The use of AI will **not** be permitted for the completion of this assessment.
Reading and support will be provided in class.

What is critical evaluation?

Critical evaluation means going beyond just describing information. It involves carefully examining ideas, theories, or evidence, questioning how strong and reliable they are, and making a clear, justified judgement.

Critical evaluation means you should be able to:

- **Explain key ideas or models** (e.g. business theories, strategies, data)
- **Analyse strengths and weaknesses** — what works well and what does not
- **Consider different viewpoints** rather than accepting one idea as "correct"
- **Use evidence** (research, data, real business examples) to support your points
- **Draw a reasoned conclusion** about what is most useful or appropriate in a given business context

Becoming critical

In simple terms:

- *Critical evaluation is about asking “how good is this?”, “why does it work or not work?”, and “so what does this mean in practice?”*

It shows independent thinking, good judgement, and the ability to apply knowledge to real-world business problems, skills expected at final-year undergraduate level.

Before you can begin you evaluate, you must first think critically.

What is critical thinking?

Being critical means being thoughtful and analytical about what you hear, see, read and experience.

Frohman & Lupton (2020, p5)

Avoid being biased

Consider a range of
options

Consider a range of
opinions

Objectively
consider evidence

Critical thinking

There are a number of processes and tools that can be used when applying critical thinking to a situation.

Evaluating the strengths and weaknesses of evidence

Reflecting on the evidence to see if there are missing ideas or facts

Pulling different ideas together (synthesising) to create new ideas

Applying evidence to real situations

Justifying ideas, decisions and opinions with evidence from synthesised sources of information

Blooms Taxonomy

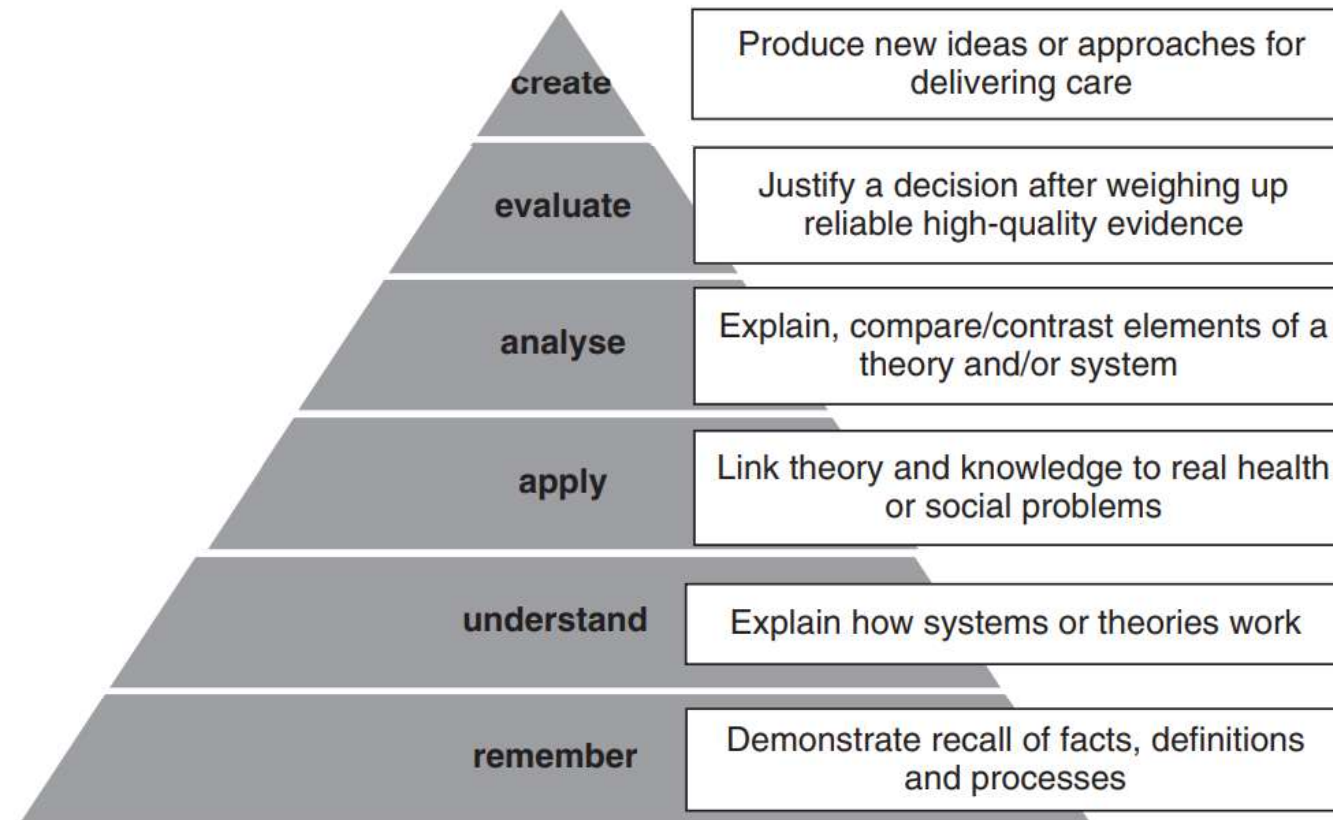
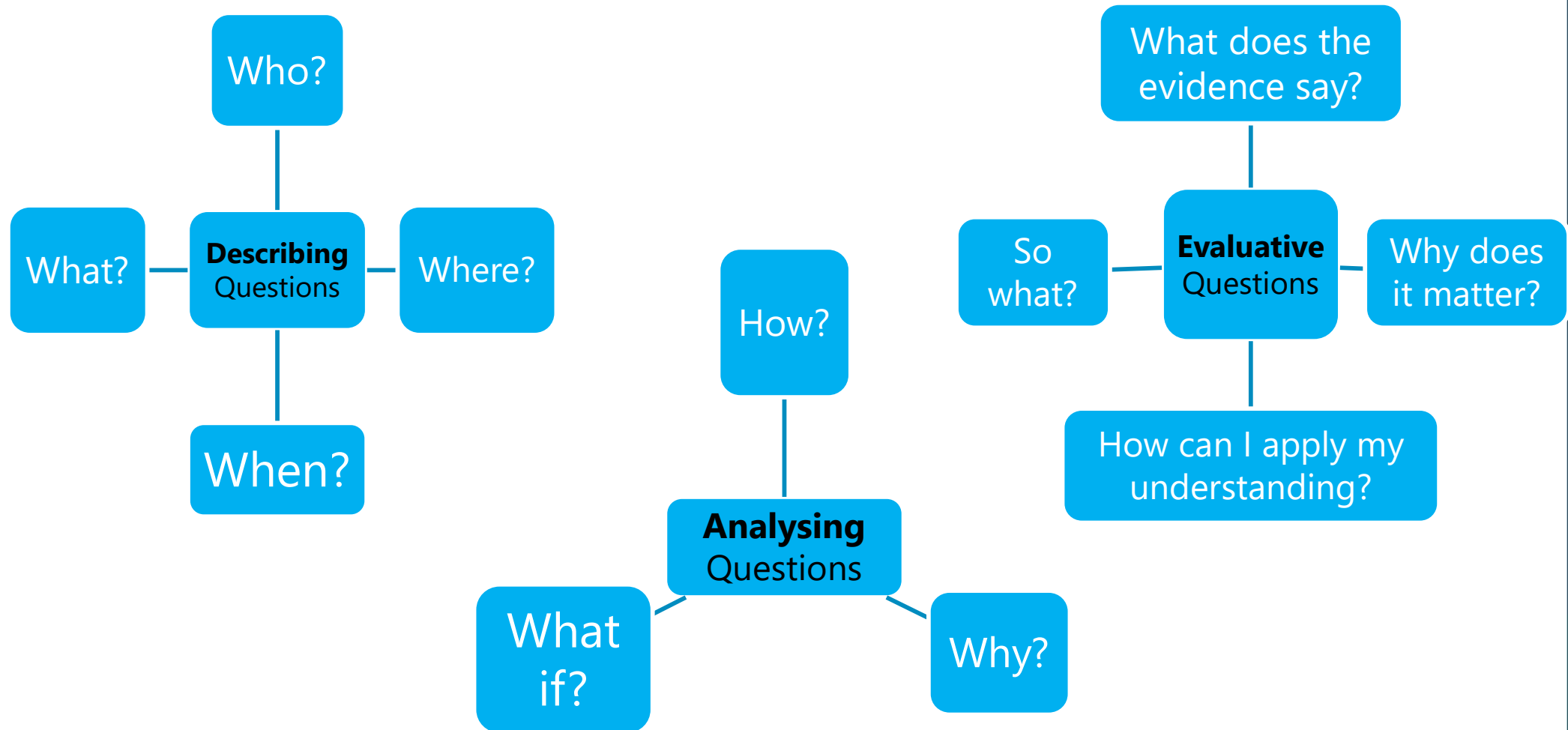


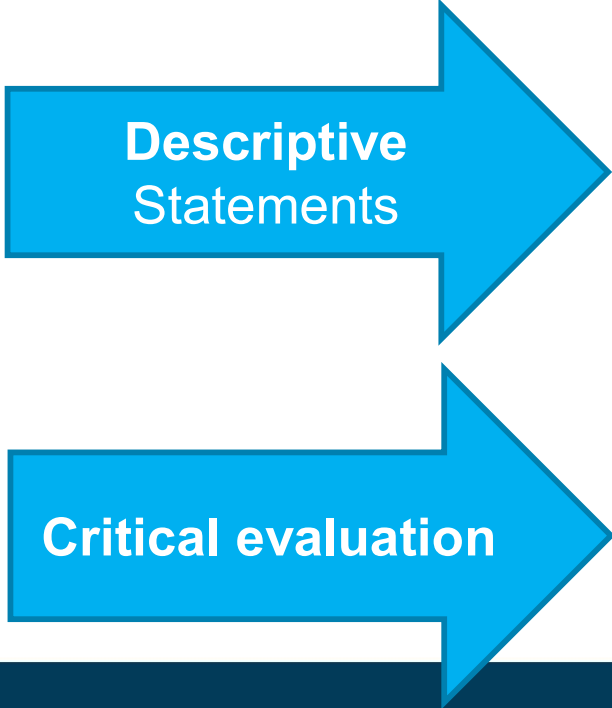
Figure 1.1 Example of Bloom's revised taxonomy (inspired by Ouda and Ahmed, 2016, p. 430)

Asking critical questions



Descriptive vs Critical Writing

Clearly, showing that you are critically thinking is important for both safe and effective leadership and management in professional practice and for meeting academic expectations.



Descriptive Statements

- Explains what a theory or model is
- Focuses on definitions and features
- Often answers: "What does this say?"

Critical evaluation

- Explores how well it works and *why*
- Considers limitations and alternative views
- Answers: "How useful is this, and in what situations?"

How to Develop Critical Evaluation

From week 2, we will be exploring a range of leadership and management theories, it is important to take note and think critically.

Ask yourself these questions:

- What are the strengths of this theory or approach?
- What are its weaknesses or limitations?
- Does it work better in certain industries or situations?
- What does research or evidence say?
- Are there alternative approaches?

Useful Sentence Starters

"This theory is useful because..."

"However, a limitation of this approach is..."

"This suggests that the theory may be more suitable when..."

"In contrast, other researchers argue that..."

"Overall, this indicates that..."

What Lecturers Are Looking For

- ✓ Clear understanding of theories
- ✓ Evidence of independent thinking
- ✓ Balanced arguments (not one-sided)
- ✓ Well-supported conclusions
- ✓ Application to real business situations

Critical evaluation is about thinking like a business professional questioning ideas, using evidence, and making reasoned judgements rather than just repeating information.

Leadership and Management

What are the differences?



Leadership vs Management:

An Overview with Key References

Leadership and management are closely linked concepts within organisational studies, yet the literature consistently distinguishes between them in terms of purpose, focus, and behaviour.

While individuals in practice often perform both roles, understanding the distinction is important for analysing organisational effectiveness.

One of the most influential distinctions is provided by **Kotter (1990)**, who argues that:

- **Management** is concerned with *coping with complexity* through planning, budgeting, organising, and controlling.
- **Leadership** is concerned with *coping with change* by setting direction, aligning people, and motivating them.

This distinction is particularly relevant in dynamic and uncertain environments where change is constant.

Key Differences Between Management and Leadership

Dimension	Management	Leadership
Primary purpose	Achieving orderly results through systems and processes	Creating direction and facilitating change
Focus	Efficiency, consistency, and control	Vision, influence, and transformation
Authority base	Formal organisational position	Personal qualities, credibility, and trust
People orientation	Managing performance and compliance	Inspiring commitment and engagement
Time horizon	Short to medium term	Medium to long term
Risk orientation	Risk-averse and procedural	More tolerant of ambiguity and innovation

Key Differences Between Management and Leadership

Mullins (2016) emphasises that management is embedded within organisational structures and is concerned with achieving objectives through *effective use of resources*, including people. Leadership, by contrast, is described as a *relationship* through which influence is exercised rather than authority imposed.

Similarly, **Cole and Kelly (2015)** argue that:

- Management focuses on *functions* (planning, organising, staffing, directing, and controlling).
- Leadership focuses on *behaviour*, particularly influencing others towards the achievement of shared goals.
- Both authors stress that leadership is not restricted to those with managerial titles and can occur at multiple levels within an organisation.

Complementarity and Contemporary Relevance

Rather than viewing leadership and management as oppositional, contemporary theory suggests they are complementary and mutually reinforcing. Effective organisations require:

- **Management** to ensure stability, coordination, and operational efficiency.
- **Leadership** to promote adaptability, innovation, and long-term strategic direction.

Mullins (2016) highlights that modern organisations increasingly expect managers to demonstrate leadership capabilities, particularly in contexts of change, restructuring, and continuous improvement.

Key Differences Between Management and Leadership

In summary:

- **Management** is primarily concerned with *doing things right* (efficiency and control).
- **Leadership** is primarily concerned with *doing the right things* (direction and change).

Sustainable organisational performance depends on the ability to integrate both perspectives effectively.

Assessment 1

Assessment Specification for component 1

Assignment Title:	Component 1: Practical: Individual Presentation	Word count (or equivalent):	15 minutes
Submission deadline:	Presentation: Weekday: 23rd February 2026, Weekend: 28th February 2026 Slide Submission: Weekday: 22nd Feb 2026, before 2pm Weekend: 27th Feb 2026, before 2pm	Return date of provisional marks & written feedback:	17 th March 2026

Assessment Specification for component 1

TASK DESCRIPTION

Component 1: Coursework (50%): Individual Presentation – 15 minutes

I apply the same leadership principles to every part of my life. I tend to be very horizontal in my approach. I don't think of my lab members as working for me; I'm working with them . . . [I believe in] the importance of empathy, of trying to listen and tune into people to bring them on board. I think I learned this from an early age, when I was rather lost in translation, as an only child in a multilingual and multicultural environment.

Edith Heard, Director-General, European Molecular Biology Laboratory, Financial Times, 27 February 2022.

Based on the statement by Edith Heard, Director-General of the European Molecular Biology Laboratory, you are required to prepare and deliver a presentation that explains and analyses the importance of **emotional and cultural intelligence in leadership**. The presentation should **critically evaluate the two concepts** using at least **2 models or theories**. Additionally, you need to explore **how these skills contribute to effective leadership**, particularly in multicultural and collaborative environments. You must use at least **4 business examples to support your explanation**.

Important: You are required to use in-text citations and references for the contents on your slides.

Assessment Specification for component 1

- The use of AI is not permitted for this assessment.

RESEARCH	For this assessment, you can use Generative AI to support you in research, including searching for bibliography, using tools to summarise, compare and interrogate materials.	Yes ☐ No ☒
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☐ No ☒
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including rephrasing of your own work within specific standards.	Yes ☐ No ☒
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒
PROGRAMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒



Assessment Specification for component 1

- Support Materials
 - Reading list
 - Weekly reading materials
 - Study plan
 - Suggested structure choices.

Study Plan

Week 1 contains a study plan pdf to aid you with organising your time, reading and preparation for your assessment.

Week	Teaching Focus	Student Independent Study & Reading	Presentation Development Tasks	Skills & Critical Focus	By the End of the Week, You Should Have...
Week 1	Introduction to module and basic concepts	• Read and analyse the assessment brief carefully • Introductory reading on leadership vs management •	• Identify key words in the assessment (e.g. <i>critically evaluate</i> , <i>multicultural</i> , <i>leadership effectiveness</i>) • Decide whether you will take a framework , toolkit , or case-led approach	Understanding assessment expectations; academic literacy	✓ Clear understanding of assessment requirements ✓ Initial notes on leadership, management ✓ A rough idea of your presentation direction
Week 2	Styles of leadership and leadership traits	• Study leadership styles: autocratic, democratic, transformational, servant • Read on leadership traits vs behaviours • Consider strengths and weaknesses of each style	• Decide which leadership styles you will include • Draft 1–2 slides comparing leadership styles • Begin linking leadership styles to Edith Heard's quote	Comparative analysis; contextual judgement	✓ Clear explanations of at least 2–3 leadership styles ✓ Notes on which styles suit multicultural and collaborative environments
Week 3	Management theory	• Study Fayol's principles • Read McGregor's Theory X and Y and Ouchi's Theory Z • Consider assumptions about people and	• Draft slides linking management theory to leadership styles • Critically evaluate how traditional management	Critical evaluation; theory integration	✓ Draft content on management theories ✓ Clear links between management assumptions and leadership

Suggested Structures

- Five different structure choices have been provided.
 - Approach 1 – Classical – Contemporary Application
 - Approach 2 – Debate driven Critical evaluation
 - Approach 3 – Case-led narrative structure
 - Approach 4 – Integrated Framework Model
 - Approach 5 – Practice- Orientated Leadership Toolkit

Explore the suggested structures and decide if any suit you. Remember that you can choose your own way of doing things too.

Summary.

In this session we have...

- Introduced the module aims, outcomes and content
- Introduced the concept of critical evaluation
- Introduced the key differences between leadership and management.
- Introduced the assessment 1 specification and support materials.

References

- Cole, G. A. and Kelly, P. (2015) *Management Theory and Practice*. 8th edn. Andover: Cengage Learning.
- Kotter, J. P. (1990) *A Force for Change: How Leadership Differs from Management*. New York: Free Press.
- Mullins, L. J. (2016) *Management and Organisational Behaviour*. 11th edn. Harlow: Pearson Education.