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| **Minor Award Name** | **Leadership** |
| **Minor Award Code** | **6N2191** |
| **Level** | **6** |

**Suggested resources to support delivery:**

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| **Theme/Topic** | **Type** | **Relevance** | **Author/Source** | **Web Link** |
| Leadership | Online PDF file | This case study outlines the definition of leadership, leadership styles in action, the difference between leadership and management, factors influencing leadership styles. Nice introduction to the topic with real life company example. | Business Case Studies, The Times 100 | <https://docs.google.com/file/d/0BxnAPFGnJyaVTU9DMFNySVV3Vm8/edit?pref=2&pli=1> |
| Evolution of Leadership styles | Online PDF Article | This article outlines the evolution of leadership styles, with a shift from the autocratic and directive leadership of the twentieth century to a more participative and democratic style of the new generation. Highlights real life examples and how group work has become a central player in effective leadership. | Mind Resources Institute of Learning and Innovation and Vol 2, issue 2 | <http://www.mindresources.net/web/institutejournal5/Article2.pdf> |
| Leadership in teams | Online PDF Journal | A summary of the role of  Leadership in fostering team success. Outlines 15 team leadership functions which are described that help teams satisfy their critical needs and regulate their behaviour in the service of goal accomplishment. | Frederick P. Morgeson  Michigan State University  D. Scott DeRue  University of Michigan  Elizabeth P. Karam  Michigan State University  Journal of Management, Vol. 36 No. 1, January 2010 5-39 | <https://msu.edu/~morgeson/morgeson_derue_karam_2010.pdf> |
| Leadership styles and methods | Website | This webpage highlights the basic Leadership traits, a model for understanding leadership styles - transformational leadership, leadership behaviour (Classic styles such as Authoritarian, Democratic and Laissez- faire) and how to improve your Leadership Skills. | BOMI International | <http://fmlink.com/articles/leadership-styles-and-methods-assessing-and-improving-your-skills/> |
| Leadership Styles | Website | This website contains 6 leadership styles clearly explained. A mind map and table are included which highlights the main elements. | Daniel Goleman | <http://www.mbaknol.com/strategic-management/six-leadership-styles-by-daniel-goleman/> |
| Task-oriented leaders and People Oriented Leaders | Website | The website describes two broad categories of leadership styles and outlines examples of each. | Leadership Styles: Being the type of leader your team needs you to be. Leadership Tool Box | <http://www.leadership-toolbox.com/leadership-styles.html> |
| Leadership Dilemmas | Online PowerPoint | The PowerPoint defines Dilemma. Gives examples of leadership dilemmas such as Control versus Autonomy, Stability versus Change and, Unity versus Diversity to name but a few. | Hoy, 2006 | <http://www.waynekhoy.com/ppts/leadership_dilemmas.ppt> |
| Leadership Dilemmas | Webpage | This webpage highlights numerous leadership dilemmas using mind maps and explanations. Firstly looks at the leadership Dilemma in a Democratic Society, followed by the effects of the leadership dilemma. | The Public Sector Consortium. | <http://govleaders.org/leadership-dilemma.htm> |
| Leadership and Ethics | eBook PDF | This chapter highlights why the study of ethics is fundamental to our understanding of leadership. Identifies the distinction between ethics and morals, discusses the emerging issues in leadership—culture, gender, and ethics. Demonstrates the relationship between ethics and effectiveness. | Chapter 13. Ethics and Leadership  Effectiveness  Joanne B. Ciulla | <http://www.ila-net.org/members/directory/downloads/antonakis-ciulla-13.pdf> |
| 5 P’s of Ethnical Power | Online PDF | The file is a Reference form the book ‘The Power of Ethical Management’, by Kenneth Blanchard and Norman Vincent Peal. It outlines the 5 P’s of Ethnical Power which are explained in detail from both an individual and organisations perspective. | Joe Kittel  Spiritual Principals in Business Relationships. SPIGR.org LLC | <http://www.spibr.org/Ethical_Mgmt_by_Blanchard_and_Peal.pdf> |
| Steps of the Ethical Decision  -Making Process | Online PDF PowerPoint. | Summary of the steps of theatrical decision making process. Some of which include: 1. Gather the facts, 2. Define the ethical issues, 3. Identify the affected parties (stakeholders). Each step is explained in detail. | Douglas R. May, Professor and Co-Director  International Centre for Ethics in Business | <https://research.ku.edu/sites/research.ku.edu/files/docs/EESE_EthicalDecisionmakingFramework.pdf> |
| Clarification of Values | Online PDF | This document explains to both teachers and students how to clarify personal values. It outlines a values classification strategy not to teach specific values, but to  make students aware of their own personally held values and of the way in which their values compare to those of friends, adults, different groups in society, and even other societies in other times. It includes examples of value clarification activities and examples of how to deal with student responses when discussing values. | Raths, L.E. Harmin, M., & Simon, S.B. Values and Teaching (2nd ed.). Columbus,  OH: Charles E. Merrill, 1978)  Simon, S.B., Howe, L.W., & Kirschenbaum, H  Values Clarification: A Handbook of  Practical Strategies for Teachers and Students. New York: Hart Publishing, 1972). | <http://mina.education.ucsb.edu/webdata/instruction/hss/Values_Clarification/ValuClarif_Method_Outline.pdf> |
| Personal Leadership goals | PDF lesson Plan | This is a lesson plan for the introduction of writing Personal leadership goals. It includes an introduction, warm up, information, discussion, activities and a list of skills for students to use for brainstorming. Students can identify areas of strength and areas for improvement. | http://www.ceswoodstock.org/job\_search/resumeskillstransf.shtml | <http://www.youthdoit.org/wp-content/uploads/2015/10/YOUTH-DO-IT-TRAINERS-Personal-leadership_Final.pdf> |
| Personal SWOT Analysis | Slideshare –PowerPoint | This slideshow provides a recap of SWOT along with how to carry out a personal SWOT Analysis, It includes numerous examples and a personal SWOT checklist. | Whiterock Business Solutions | <http://www.slideshare.net/RonFeher/personal-swot-analysis> |
| SMART goals – Setting Personal Goals | Webpage Article and Video. | Video clip on how to set SMART goals. The article outlines, explains and gives examples of SMART Goals. Tips for setting goals. | Mind Tools | <https://www.mindtools.com/page6.html> |
| Leadership Threats | Online article | This article outlines 6 threats that every leader will face. | Doug Dickerson –Moment Leadership Services | <https://www.linkedin.com/pulse/six-threats-every-leader-face-doug-dickerson> |
| Leadership Threats | Online Article | This article highlights the top 7 challenges facing leaders today. This will allow students to relate to their own threats and identify where threats exist with their current leadership plan. | Lynda Silsbee, CPT, SPHR  Founder and President at Alliance for Leadership Acceleration | <https://www.linkedin.com/pulse/top-7-challenges-facing-leaders-today-lynda-silsbee-cpt-sphr> |
| Making an Oral Presentation | Slideshare PowerPoint | This slideshare outlines the process of creating a successful PowerPoint using good structure with an introduction, body, conclusion and signposting. It also includes a checklist and the dos and don’ts of a good presentation. | English Online | <http://www.slideshare.net/yourenglishonline/workplace-communications-making-a-presentation?qid=150664f7-3141-4478-ac3a-c32d98859da5&v=&b=&from_search=6> |
| Presentation Delivery tips. | Slideshare PowerPoint | This slideshare highlights the methods involved in good presentation delivery such as practice, clarity, diction, voice control, body language and eye contact to name but a few. | Sketch Bubble | <http://www.slideshare.net/sketchbubble/an-exhaustive-list-of-presentation-delivery-tips/22> |
| Listening Skills | Online Article | This article discusses the importance of listening and how to actively listen. | Mind Tools | <https://www.mindtools.com/CommSkll/ActiveListening.htm> |
| Providing Feedback | Online PDF Document | This document demonstrates the key skills necessary for giving feedback to include appropriate questioning, time and pace, direction, non-verbal behaviour and state facts clearly, honesty and reviewing performance. It also touches on the importance of listening, communication and meetings for discussion. | TDTSA 2008 | <https://www.skills.sa.gov.au/DesktopModules/Bring2mind/DMX/Download.aspx?Command=Core_Download&EntryId=1838&PortalId=6&TabId=1936> |
| Business Writing | Online Article | This article lists key elements needed in order to be able to write a successful business document. | Stacie Heaps – Write Express | <http://www.writeexpress.com/writing-business.html> |
| PEST | Webpage with links | This webpage contains links to PowerPoint on PEST, lesson resources and teachers guides on external influences to include political, social, technological, and economical. As well as a number of case studies to adapt theory to practice. | Business Case Studies | <http://businesscasestudies.co.uk/teacher-resources/#axzz4HnDJEExS> |
| Risk Assessment | YouTube | Video clip shows the methods used by the World Health Organisation for carrying out Risk Assessment. It displays various risk assessment templates and explains each element. | James Vesper .WHO | <https://www.youtube.com/watch?v=olMKwMzEcyU> |
| Risk Assessment Template | Webpage | Printable Risk Assessment Template for problem solving analysis. | Wordtemplates.org | <http://www.wordstemplates.org/category/assessment-templates/> |
| Stakeholder Analysis | On-line publication | This publication explains Stakeholders Analysis as a method of problem solving and it divides out stakeholders into categories of interest. It helps the reader to analyse which stakeholders will become the most important and the potential decision makers of a project/task. | ODI Annual Report  Toolkits January 2009 | <https://www.odi.org/publications/5257-stakeholder-analysis> |
| Strategic Management | PowerPoint | This PowerPoint outlines the elements involved in Strategic Management and planning. It includes company examples to enhance understanding. | Fred.R.David  Chapter 1 Strategic Management. A Competitive Approach. 14th Edition. | <http://www.huntingdon.edu/wp-content/uploads/david-_sm14_inppt01.ppt> |
| Strategic Planning –Key elements to include | Web Article | This article shows 13 key elements to include in your strategic planning process. | Dave Lavinsky –Controbutor to Forbes | <http://www.forbes.com/sites/davelavinsky/2013/10/18/strategic-plan-template-what-to-include/#419630837e2f> |
| Strategic Planning Template | Webpage | This is a Microsoft word template to create a strategic plan. | Formswift | <http://formswift.com/sem/strategic-plan-template?utm_source=bing&utm_medium=cpc&utm_term=29032160980&utm_content=12783689059&utm_campaign=static__strategic_plan&u_adgroup=template&u_network=b&u_device=c&u_placement=unknown&u_country=us&u_producttype=formswift&u_product=strategic_plan_template&u_matchtype=p&u_landingpage=uniform5&u_aceid=unknown&u_adposition=unknown&sitelinkid=902955> |
| Flat and Matrix Organisations | On-line Article | This article differentiates between Flat and Matrix organisations. Highlighting key differences and similarities. | SmallBusiness.Chron.com   Amanda Erickson StudioD | <http://smallbusiness.chron.com/difference-between-flat-organization-matrixed-organization-57295.html> |
| Organisational Planning | On-line Article | This article explains the importance of organisational planning including team building, efficient use of resources, goal setting, managing risk and uncertainty etc. | SmallBusiness.Chron.com  Brian Hill, StudioD | <http://smallbusiness.chron.com/importance-planning-organization-1137.html> |
| Strategies for effective team building | Webpage | This page lists and explains 8 effective team building strategies | David S. Finch | <http://www.davidsfinch.com/2007/08/8-basic-strategies-for-effective-team-building.html> |
| Team Handbook | Online Booklet | The online Booklet covers all elements of working with in a team. Strategies, team building, team dysfunction to name but a few. | Frances A Kennedy 2008. | <https://www.google.ie/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwiHk4DWyNDOAhUGCcAKHdz0BTMQFggbMAA&url=http%3A%2F%2Fwww.clemson.edu%2FOTEI%2Fdocuments%2Fteamwork-handbook.pdf&usg=AFQjCNH4bgKtnt0DduXnmTEJ8XreUWd81g&sig2=5yUfbx42TV9XqzEn-frUtw> |
| Team Development | Online Article  Website | This article outlines and explains Bruce Tuckman's 1965 Forming Storming Norming Performing team-development model. | Businessballs.com | <http://www.businessballs.com/tuckmanformingstormingnormingperforming.htm> |
| Project Management | Online PowerPoint | This PowerPoint summaries the key elements of Project Management used on a global scale. | Project Management Body of Knowledge (PMBOK) | <http://www.unf.edu/~mtemple/ProcessGroup_Knowledge_Mapping.ppt> |
| Project Management | Online PowerPoint | This PowerPoint outlines and explains the 9 knowledgeable areas of the Project Management Body Of knowledge (PMBOK) | University Of Calgary | <http://www.ucalgary.ca/pmoancillary/Presentations/9%20Things%20in%20the%20PMBOK.ppt> |
| Project Management | Website | This website homepage covers the broad topic of project management with links to 9 PowerPoints covering specific areas of the project management process for example monitoring and controlling the process etc. | D.Stout St. Martins Education. | <http://homepages.stmartin.edu/fac_staff/dstout/MEM612/lecture_notes.htm> |
| Team Roles | Webpage | This webpage highlight’s the roles in groups and teams. Looking at leadership and team roles such as facilitator, implementer, coordinator/chairperson etc. | Skills You Need | <http://www.skillsyouneed.com/ips/group-roles.html> |
| Negotiation | Website | This webpage explains what negotiation is. The need for negotiation and the stages involved in negotiation. | Skills You Need | <http://www.skillsyouneed.com/ips/negotiation.html#ixzz2uLhnLFxo> |
| Conflict Resolution | PDF Online | The PDF files outlines the process for resolving conflicts rationally and effectively | Mindtools.com | <https://www.ucdmc.ucdavis.edu/hr/hrdepts/asap/Documents/Conflict_Resolution.pdf> |
| Motivation | Article and Ted Talk Video | This article highlights what motivates us at work, More than money? It also includes a ted talk video from behavioural economist Dan Ariely (TED Talk: What makes us feel good about our work?) | Jessica Gross  Ideas.Ted.Com | <http://ideas.ted.com/what-motivates-us-at-work-7-fascinating-studies-that-give-insights/> |
| Motivation Theorists | Blog | This online chapter explains various motivation theorists and motivating factors for people at work. | Igbusiness.blogspot.ie | <http://igbusinesss.blogspot.ie/2011/04/chapter-13-motivation-at-work.html> |
| Maslow | Video | This video revises Maslow’s hierarchy of needs in detail. | Tutor2u –Jim Riley | <http://www.tutor2u.net/business/reference/motivation-theory-maslow-video> |
| Mc Clelland –Needs Theory | Website | This page explains Mc Clellands Needs theory in detail - for understanding and using the theory. | MindTools | <https://www.mindtools.com/pages/article/human-motivation-theory.htm> |
| Alderfer -ERG Theory | Webpage | This page explains Alderers ERG theory and its rework of Maslows Hierarchy of Needs. | Management Study Guide | <http://www.managementstudyguide.com/erg-theory-motivation.htm> |
| Process Theories of motivation | Slideshare PowerPoint | This slideshare explains motivation and process theories of Expectancy, Game theory, and Equity theory to name but a few. | Rohit Kumar –Slideshare.net | <http://www.slideshare.net/rksen/process-theories-of-motivation> |
| Content and Process Theories of Motivation | PDF file | This PDF file explains process theories in detail and their relevance to industry. | Incentivemarketing.org  Rodger Stotz, CPIM, Maritz Inc., and Bruce Bolger, CPIM, Selling  Communications, Inc. | <http://c.ymcdn.com/sites/www.incentivemarketing.org/resource/resmgr/imported/Sec%201.4.pdf> |
| Meeting Etiquette | Web Article | This article explains the principals of Meeting Etiquette. Which refers to codes of behaviour an individual ought to follow while attending meetings and discussions at the workplace. | Management Study Guide | <http://www.managementstudyguide.com/meeting-etiquette.htm> |
| Conducting Effective Meetings | Website –online e book | The chapter outlines the does and don’ts of how to conduct an effective meeting. | Community Tool Box | <http://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/main> |
| Meeting Documents | Webpage | This explains the various documents required for a meeting –notice, agenda, reports and minutes. | Southwark Council | <http://moderngov.southwark.gov.uk/uuCoverPage.aspx?bcr=1> |
| Writing a Reflective Journal | Website | Article to assist teachers in helping students to write a reflective journal. | UNSW Australia | <https://teaching.unsw.edu.au/helping-students-reflect-group-work> |
| EBEA | Website | This site has numerous website links that cover a wide range of business topic areas. | EBEA – working with teachers to improve Economics, Business and Enterprise. | <http://www.ebea.org.uk/teaching_resources/weblinks/websites_for_business_and_economics/websites_for_business_studies/> |
| The Times 100 Business Case Studies | Website | This website provides access to real world business case studies some can be downloaded for free but others require a payment. It also contains teacher and student resources such as PowerPoint slides and lesson plans. | The Times 100 Business Case Studies | [www.businesscasestudies.co.uk](http://www.businesscasestudies.co.uk) |
| Tutor2u | Website | This website provides access to numerous relevant blog articles which cover a large range of the Leadership module content. It also contains revision videos and revision notes which teachers and students have free access to. | Tutor2u | <http://www.tutor2u.net/> |
| Developing Managers and Leaders | Book | This book covers many aspects of the leadership module. It is divided into four parts.  Part One summarises key concepts and theories. Part Two focuses on organisational aspects of management and leadership development.  Part Three analyses interventions and processes and part four examines various aspects of management and leadership development for different groups and contexts. | By Thomas Garavan, Carole Hogan and Amanda Cahir-O'Donnell  Published by: Gill Education. | <http://www.gilleducation.ie/management/management/developing-managers-and-leaders> |

**Useful Organisations:**

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| **Name** | **Contact Information** |
| IBEC | <http://www.ibec.ie/> |
| Enterprise Ireland | <https://www.enterprise-ireland.com/en/> |
| RTE | <http://www.rte.ie/news/business/> |
| BBC | <http://www.bbc.co.uk/education/topics/zdty4wx/resources/1> |

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| **MOOCs (Massive Online Open Courses)** | |
| Free access to online courses  Search regularly for new courses and new start dates | <https://www.mooc-list.com/> |