PEREGRINE
GLOBAL SERVICES

Overview

Leadership forms part of nearly every employee's job description. Businesses today require employees who can take the initiative, find innovative solutions, act like entrepreneurs, and lead others toward organizational success. This module will help learners understand and apply foundational leadership concepts, including leadership traits and characteristics, leadership development and succession, transformational leadership, measuring leadership effectiveness, and contingency leadership.

This module is intended as a review of the key concepts, fundamentals, and foundations of the discipline.

Learners

This module is designed for learners who require an overview of the discipline. The module is commonly used in an academic leveling (transition to graduate education) or business review (capstone) course or program.

Module Authors

The author for this module is Peregrine Global Services, which is headquartered in Gillette, Wyoming. It includes materials from a variety of sources as indicated within the module.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Identify general and task-related traits that contribute to leadership effectiveness.

2. Recognize key motives that contribute to leadership effectiveness.

3. Describe cognitive factors associated with leadership effectiveness.

4. Discuss the hereditary versus environment issue in relation to leadership effectiveness.

5. Review the strengths and weaknesses of the trait approach to leadership.

6. Explain how leaders develop through self-awareness and self-discipline.

7. Discuss how leaders develop through education, experience, and mentoring.

8. Review the nature of leadership development programs.

9. Describe the nature of leadership succession.

10. Describe many of the traits and behaviors of charismatic leaders.

11. Explain the communication style of charismatic leaders.

12. Explain the nature of transformational leadership.

13. Identify several of the impacts of charismatic and transformational leadership on performance and behavior.

14. Review the key leadership dimensions of initiating structure and consideration.

15. Discuss how leaders use 360-degree feedback to improve their performance.

16. Describe different leadership styles.

17. Recognize how to choose the most appropriate leadership style.

18. Explain how the situation influences the choice of leadership objectives.

19. Discuss the contingency theories of leadership effectiveness.

Curriculum

Section	Topics
Section 1: Leadership: Traits, Motives, and Characteristics	• Personality Traits of Effective Leaders • Leadership Motives • Cognitive Factors and Leadership • Application of the Traits, Motives, and Characteristics approach
Section 2: Leadership Development and Succession	• Development Through Self-Awareness and Self-Discipline • Development Through Education, Experience, and Mentoring • Leadership Development Programs • Leadership Succession

Section 3: Charismatic and Transformational Leadership	• The Meanings of Charisma • Types of Charismatic Leaders • Attributes of Charismatic Leaders • The Vision Component of Charismatic Leadership • Transformational Leadership • Attributes of Transformational Leadership • How Transformation Occurs
Section 4: Leadership Styles	• Measuring leadership effectiveness • Dimensions of Consideration and Initiating Structure • Attitudes and Behaviors • Leadership Styles
Section 5: Contingency Leadership	• Situational Influences on Effective Leadership Behavior • Fiedler's Contingency Theory of Leadership Effectiveness • The Path-Goal Theory of Leadership Effectiveness • Situational Leadership® II (SLII) • The Normative Decision Model • Cognitive Resource Theory • Contingency Leadership in the Executive Suite • Leadership During a Crisis

Assessment

The module includes section quizzes and short exercises to ensure understanding of the instructional content. The module also includes a 20-question pre-test and post-test. The pre-test captures the learner's baseline knowledge, and the post-test ensures that learners have grasped the concepts needed for success.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

Contact our team at Info@PeregrineGlobal.com for more information.

Section	Hours
Pre-test	0.25
Section 1: Leadership: Traits, Motives, and Characteristics	0.50
Section 2: Leadership Development and Succession	1
Section 3: Charismatic and Transformational Leadership	1
Section 4: Leadership Styles	1
Section 5: Contingency Leadership	1
Post-test	0.25
Total Hours	5

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