MODULE SPECIFICATION

Code: UMOCB7-15-M   **Title:** Leading and Managing People   **Version:** 1

Level: M   **UWE credit rating:** 15   **ECTS credit rating:** 7.5

Module type: Standard

Owning Faculty: FBL   **Field:** Organisation Studies

Valid from: 1 September 2002 **Discontinued from:**
(1 September 2010)

***Contributes towards*:** MSc Leadership and Management in Health and Social Care,
                    MSc Events Management

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Aim of module

The module will benefit those who wish to develop their understanding of and skills in leading and managing people. Those who occupy positions of management, as well as those who aspire to such positions, require the knowledge and skills to lead and manage individuals and teams. The module will provide students with opportunities to develop an understanding of theoretical models, skills and frameworks to underpin leadership and management practice.

Learning outcomes:

On completion of the module participants will be able to:

1. Describe, understand and synthesise core concepts of leadership, leaders and managers, power and authority.

2. Appreciate the range of theories and approaches to leadership and management

3. Explain, critically evaluate and reflect upon the key elements of effective team-based leadership

4. Use leadership tools and techniques for performance management and developmental purposes particularly when giving and receiving feedback, diagnosing leadership development needs (in self and others), and learning from experience.

5. Diagnose current strengths and development needs as team leaders and as learners

6. Develop skills as reflective practitioners of leadership and management

Syllabus outline:

• The historical development of leadership and management theory

• Current team-based leadership theory

• Core concepts: leadership, leaders and managers, power and authority

• Theories of personal and organisational learning

• Effective team leadership - communication, problem-solving, decision-making, and interpersonal relationships

• Leadership tools and techniques (including those for feedback, learning, and needs identification)

• Current issues in leadership

• Introduction to qualitative research methods with particular reference to data collection, analysis and dissemination

Teaching and learning methods:

A variety of teaching methods will be used including: topic and research related pre-reading; case-studies; theoretical input; outdoor experiential learning; visiting expert speakers; learning logs; instrumentation workshops; mentoring.

Reading Strategy

All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

Indicative sources:

Bennis, W (1998), *On Becoming a Leader,* Arrow Business Books

Marturano A. and Gosling J. (2008) *Leadership: The key concepts,* Routledge New York

Northouse.P.G. (2007) *Leadership,* Sage London

Pearce, C. L. and Conger,J. A. (2003) *Shared Leadership*, Sage

Yukl, G (2006) *Leadership in Organizations,* New Jersey: Prentice Hall

Assessment

Summative assessment will require the student to work independently or with others to identify a case study in effective leadership and management, critically evaluate it, and identify how it might have been improved. There must be a selection of appropriate literature and the application of models/theories with examples to illustrate the argument. The structure must be clear and the argument must be clearly stated and coherent. Formative assessment will be carried out throughout the module by setting regular tasks for students that will assess their grasp of the material covered. Tasks will be reviewed as part of the sessions.

Assessment Criteria (related Learning Outcome in brackets)

• Well developed understanding of a range of relevant, referenced theories (L.O. 1, 2)

• Awareness of and reference to a range of literature on leadership and management (L.O. 1, 2)

• Insightful reflections highlighting key issues in leadership and management practice (L.O. 3, 4, 5. 6)

• Well developed arguments concerning effective practice with evidence of critical thinking and well supported evaluations (L.O. 3, 4, 5, 6)

• Effective written presentation, style, use of language, grammar, structure, and appropriate referencing.

ATTEMPT 1

Component A

Description of each element	Element weighting
1. Assignment: Individual element (1500-3000 words) Case study on leadership and management practice	40%
2. Assignment: Individual Element (1500 words) Critical reflections on personal learning and leadership practice	60%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A

Description of each element	Element weighting
1. Assignment: Individual (2500 words) Critical reflections on leadership and management practice	100%

ATTEMPT 2 (OR SUBSEQUENT): Attendance at taught classes is required