Module Specification

Leading and Managing People

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Contents

Part 1: Information

Module title: Leading and Managing People

Module code: UMOCB7-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Field: Organisation Studies

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: 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.

Outline syllabus: 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

Part 3: Teaching and learning methods

Teaching and learning methods: Standard Delivery: The course is structured around interactive workshops over 3 days that require a high degree of self-motivated preparation by students. The students will provide the opportunity for relating theory to practice by reflecting on their own experiences within the contexts in which they work. The assignment further provides each student with the opportunity to apply leadership and management concepts within their current or previous organisational context and as part of this to use the various theories and models covered on the module to enable evaluation and support practical

recommendations. The reflective element of the assignment further enables students to critically reflect on their own leadership and management practice in relation to the concepts covered on the module. In addition to the face-to-face contact and assignment related support, students can also access the Blackboard site for this module and engage with the resources provided, including slides, further reading, exercises, external links, assessment Wiki.

Distance Learning Delivery: The course will be structured around 12 learning units on the Blackboard site and requires a high degree of self-motivated preparation by students. Each learning unit will provide the opportunity for relating theory to practice by reflecting on their own experiences within the contexts in which they work. These reflections will be partly individual and partly developed further through group interactions on discussion board, Wikis and virtual classroom sessions. The assignment further provides each student with the opportunity to apply leadership and management concepts within their current or previous organisational context and as part of this to use the various theories and models covered on the module to enable evaluation and support practical recommendations. The reflective element of the assignment further enables students to critically reflect on their own leadership and management practice in relation to the concepts covered on the module.

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.

Following Kolb's Learning Cycle, students will engage equally in mini-lectures, experimentation through exercises, critical reflection via learning logs and application in their assignments and workplace. Support will be provided throughout by the teaching team through structured and facilitated discussion as well as formative and summative assignment feedback.

Students will be required to engage in independent learning through essential reading and assignment preparation. The handbook provides a detailed list of essential readings from textbooks and journal articles for each learning unit on the module.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Describe, understand and synthesise core concepts of leadership, leaders and managers, power and authority

MO2 Appreciate the range of theories and approaches to leadership and management

MO3 Explain, critically evaluate and reflect upon the key elements of effective team-based leadership

MO4 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

MO5 Diagnose current strengths and development needs as team leaders and as learners

MO6 Develop skills as reflective practitioners of leadership and management

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 150 hours

Total = 150

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link https://uwe.rl.talis.com/modules/umocb7-15-m.html

Part 4: Assessment

Assessment strategy: 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.

Assessment tasks:

Case Study (First Sit)
Description: Case study on leadership and management practice.
Weighting: 50 %
Final assessment: No
Group work: No
Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Written Assignment (First Sit)
Description: Critical reflections on personal learning and leadership practice
Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Case Study (Resit)

Description: Case study on leadership and management practice.

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Written Assignment (Resit)

Description: Critical reflections on leadership and management practice

Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Part 5: Contributes towards

This module contributes towards the following programmes of study: