



Module Specification

Experiencing Teams - Leading With and Through Others

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Part 1: Information

Module title: Experiencing Teams - Leading With and Through Others

Module code: UMOD3J-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

Delivery locations: Not in use for Modules

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: Contemporary organisations are in need of better leaders and managers who can work intuitively so as to read and act upon team dynamics within a complex and ambiguous organisational context. This module aims to enhance

students' diagnostic skills of interpersonal dynamics in teams and their impact on team performance as they unfold in 'real time'. It emphasises learning from and through experience and further develops the knowledge and skills needed by those who are, or aspire to become, managers and leaders within their organisations.

Outline syllabus: Definitions of groups and teams

Systems-psychodynamic and social psychology perspectives on group behaviour

Leadership, influence and authority in teams

Emotions in teams

Identity, belonging and team cohesion

Organisational roles in teams

Conformity, group-think and other team defences

Team behaviour in times of uncertainty and ambiguity

Inter-team dynamics in organisations

Part 3: Teaching and learning methods

Teaching and learning methods: The three-day fulltime (9am-5pm) course – formally scheduled – is structured as follows:

Day 1: Theory – mainly lectures, although flexibility in the delivery accommodates for students' own examples and allows time for students to engage with the delivered material critically.

Day 2: Experience – multiple whole group, student driven experiential exercises are

facilitated by staff to assist the group's learning process.

Day 3: Application – Students are given time on establishing a link between days 1 and 2 and the application of the newly learnt to their own work environment, especially with regards to preparing for the coursework. Staff give one-to-one feedback. Group presentations with the same aim serve for the purpose of peer feedback.

Apart from the three-day direct contact time, correspondence with students will be managed via Blackboard, email and contact hours that will be made clear in the module handbook. Additionally, a discussion group will be set up on Blackboard, where students can discuss issues of common interest. The staff can be invited into these discussions if the students so wish.

The approach to teaching and learning is primarily student centred engaging students in practical exercises, personal study, and critical reflection upon the relationship between theory and experience.

Where possible, students will be encouraged to draw upon their own experience and bring their own case studies to workshops. Various delivery methods will be adopted (e.g. block release, weekly sessions) depending upon the nature of the programme (e.g. open programme, executive programme).

Readings and theoretical inputs provide students with knowledge and awareness of current thinking on groups and teams. The assessment is designed to provide an opportunity to reflect on learning about groups and teams, together with critical reflection upon the relationship between theory and practice.

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

MO1 Critically evaluate relevant group and team literature against own experiences within organisations and apply their learning to different organisational contexts

MO2 Show a critical awareness of how different conceptual approaches to team dynamics can offer insights into complex organisational systems

MO3 Identify and critically explore a variety of behavioural approaches appropriate to enhancing their capacity to develop relationships within and between groups

MO4 Demonstrate an in-depth understanding of how team dynamics affect the development of organisations and their performance

MO5 Draw on thorough self-reflection skills so as to appreciate their own influence as leaders and managers on team dynamics

MO6 Show comprehensive insight into the processes of taking up leadership roles from formal and informal positions of authority

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 126 hours

Face-to-face learning = 24 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/umod3j-15-m.html) via the following link <https://uwe.rl.talis.com/modules/umod3j-15-m.html>

Part 4: Assessment

Assessment strategy: The assessment will be an 3000 words assignment to critically evaluate a group/ team interaction with reference to the relevant literature (75%) and a reflective log – record of personal experiences (25%).

Summative assessment will require the student to identify a personal experience of a group/ team interaction that occurred during the experiential part of the module and critically evaluate it. There must be a selection and application of appropriate concepts and literature covered within the module with examples to illustrate their

argument. The structure must be clear and the argument must be clearly stated.

Formative assessment will be carried out throughout the module by setting regular tasks for students that will assess their grasp of the material covered, as well as direct and regular feedback by staff during the experiential part of the module. Tasks will be reviewed as part of the sessions.

Assessment components:

Written Assignment (First Sit)

Description: Assignment - critically evaluate a group/team interaction (3,000 words)

Weighting: 75 %

Final assessment: Yes

Group work: No

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

Reflective Piece (First Sit)

Description: Reflective log - record of personal experience (1,000 words)

Weighting: 25 %

Final assessment: No

Group work: No

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

Written Assignment (Resit)

Description: Assignment - critically evaluate a group/team interaction (3,000 words)

Weighting: 75 %

Final assessment: Yes

Group work: No

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

Reflective Piece (Resit)

Description: Reflective log - record of personal experience (1,000 words)

Weighting: 25 %

Final assessment: No

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: