



Module Specification

Developing Leadership and Management Practice 2

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Contents

Module Specification	1
Part 1: Information	2
Part 2: Description	2
Part 3: Teaching and learning methods	3
Part 4: Assessment.....	5
Part 5: Contributes towards	7

Part 1: Information

Module title: Developing Leadership and Management Practice 2

Module code: UMODLJ-15-2

Level: Level 5

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: See Learning Outcomes

Outline syllabus: Social and emotional intelligence

Building rapport and trust

Cross functional working

Dynamics and politics of personal interactions

Conflict management

Challenging conversations

Constructive feedback

Networking

Leader-Follower Relationships

Leadership Development

Coaching and Mentoring

Part 3: Teaching and learning methods

Teaching and learning methods: This module is centred on students 'learning by doing' and the emphasis is located on problem-posing learning rather than rote teaching. The specific teaching and learning methods of this module are grounded in the principles and practice of action learning. The approach will be developmental and students will be expected to make a substantial contribution to the content and conduct of the module.

The module is primarily experiential (Kolb, 1984) involving each of the four phase cycle of: active experimentation (testing out management capabilities in real time), concrete experience (implementing the project), reflective observation (facilitated reviews in set meetings), and abstract conceptualisation (engaging with

management and organisation theory).

Students will work in learning sets where each participant will find creative ways to develop their understandings and practice of management capabilities. These will be negotiated and agreed with the module leader.

Scheduled learning includes lectures, seminars, tutorials, project supervision, demonstration, practical classes and workshops; fieldwork; external visits; work-based learning; supervised time in studio/workshop.

Independent learning includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc. These sessions constitute an average time per level as indicated in the table below. Scheduled sessions may vary slightly depending on the module choices you make.

The module will typically be studied on a day release basis, although employer preference may dictate a different delivery pattern. Contact time per module will equate to 3 hours per week over a 12 week teaching block.

There is a focus on flipped delivery supported by technology, here the delivery of core theoretical concepts moves from the classroom into the online space and face to face sessions focus on collaborative learning, sense making and sharing of experiences.

Post session (face to face) online activities help the student to apply their learning to the context of their organisation and personal and professional development.

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

MO1 Create positive working relationships with others through the use of social and emotional intelligence.

MO2 Build rapport and trust with people from different cultures, backgrounds and levels.

MO3 Understand the benefits and challenges of cross-functional working and apply this method of working to deliver positive results.

MO4 Apply influencing and persuading skills to the dynamics and politics of personal interactions.

MO5 Use active listening and open questioning to structure conversations and discussions, and to challenge when appropriate.

MO6 Effectively influence and negotiate, and to have challenging conversations and give constructive feedback.

MO7 Understand and evaluate different forms of and approaches to leadership development.

MO8 Identify different coaching and mentoring approaches and recognise how they may help to develop teams and support people.

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

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

Part 4: Assessment

Assessment strategy: Task A: This is an evaluation of leadership development practices in the workplace. Students will be required to identify and evaluate the current leadership development practices in their organisation, including their own. This assessment should be based on their reflection of the applicability of best practices of leadership and management development covered on this module to the specific context of their workplace and their own practice.

Task B: Leadership Development Project. Students will be required to design your ideal leadership development programme based on their evaluation of content and methods of leadership and management development discussed on this module.

Summative assessment is as described above. Formative feedback is built into the module design and provides opportunities for peer and tutor feedback with regards to developing thinking and approaches to assessment and working with the assessment criteria.

Assessment components:

Written Assignment (First Sit)

Description: Evaluation of Leadership Development Practices in the Workplace
(1000 words)

Weighting: 50 %

Final assessment: Yes

Group work: No

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

Project (First Sit)

Description: Leadership development project (1500 words)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO5, MO6, MO7, MO8

Written Assignment (Resit)

Description: Evaluation of Leadership Development Practices in the Workplace
(1000 words)

Weighting: 50 %

Final assessment: Yes

Group work: No

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

Project (Resit)

Description: Leadership development project (1500 words)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO5, MO6, MO7, MO8

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Leadership and Management Practice {Apprenticeship-UWE}

[Sep][FT][Frenchay][4yrs] BA (Hons) 2021-22