

Leading and Managing People

Module Code: HRM6014-B
Academic Year: 2018-19
Credit Rating: 20
School: School of Management
Subject Area: Human Resource Management
FHEQ Level: FHEQ Level 6
Module Leader: Julia Morgan

Additional Tutors:

Pre-requisites:

Co-requisites:

Contact Hours

Type	Hours
Lectures	24
Tutorials	12
Directed Study	164

Availability Periods

Occurrence	Location/Period
ONA	College of Banking and Financial Studies, Oman / Semester 1 (Sep - Jan)
BDA	University of Bradford / Semester 1 (Sep - Jan)

Module Aims

1. To present students with a detailed critical introduction to the history of and major developments within the field of leadership studies and related fields of people management.
2. To demonstrate the relationship between leadership, management, and organisational performance, and to develop an appreciation of challenges that this relationship might have

in practical application.

3.To develop a conceptual understanding of how to translate key leadership theories, concepts, principles and techniques into practice, enabling students to manage people and processes more effectively.

Outline Syllabus

- 1.The development of leadership and management studies: change and continuities.
- 2.Leadership and personality.
- 3.Developing styles and behaviours.
- 4.Charisma and transformational leadership.
- 5.Authenticity and leading ethically.
- 6.Rethinking follower-ship.
- 7.Leadership and culture
- 8.Power and influence
- 9.Managing knowledge.
- 10.The challenges of gender, diversity and (in)equality.
- 11.Leadership training and development: Current agendas and future directions.

Module Learning Outcomes

On successful completion of this module, students will be able to...

- 1 1a. Demonstrate a detailed knowledge of the historical trends and significant developments in the field of leadership studies.
1b. Recognise and assess the qualitative difference between a range of complementary and competing theoretical and methodological perspectives in the academic and practitioner literature on leadership and management.
- 2 2a. Describe and evaluate the complex relationship between leadership, management, and organisational performance.
2b. Apply and utilize theories and models of leadership and leadership development in practice and show an awareness of the wider ethical and sustainability implications and consequences of these.
- 3 3a. Plan, conduct, and organise your own independent research of leadership and associated academic literatures.
3b. Develop scholarship skills through critical thinking, oral presentation, group discussion and extended academic writing.
3c. Express verbally and in writing the benefits and challenges of using academic knowledge to inform organisational strategy and everyday practice.

Learning, Teaching and Assessment Strategy

Lectures will be 1 hour per week and used to explore concepts, principles and theories in the nominated fields and will provide students with information required to enhance critical understanding of research and theory in leadership and associated fields of study, LO:1a, 1b, 2a, 2b.

These will be supported by a range of student-led activities in seminars 2 hours per week giving students opportunities to develop skills of analysis through case studies and videos, to practise discipline skills in group exercises and role-plays, and undertake self-assessment

of skills and capabilities using established instruments (eg. questionnaires, psychometric tests).

Seminars will aid the development of skills of evaluation and assessment within the field of leadership studies and the arena of people management, LO:2a, 2b, 3b, 3c.

Oral formative feedback will be given as part of seminars. Directed study will encourage students to extend their understanding of research and theory in leadership.

Formal assessment is via group presentation, LO: 1a,2a,3a,3b and an individual coursework essay LO: 1a,1b,2a, 2b,3a,3b,3c.

Mode of Assessment

Type	Method	Description	Length	Weighting	Final Assess'
Summative	Presentation	Oral Presentation - Group		30%	No
Summative	Coursework	Individual Assignment	0-2500 words	70%	Yes

Legacy Code (if applicable)

Reading List

To view Reading List, please go to [rebus:list](#).