

IS4139 - Managing and Leading People

1. Module Code	IS4139	2. Module Title	Managing and Leading People						
3. Module Level	4	4. Module Credit	20 CC 10 ECTS						
5. Delivery Site(s)	<p>Generically for Taught Work-Related module (IS4 003):</p> <p>Delivery site to be negotiated according to client needs.</p>								
6. Available to / Restrictions	<p>Generically for Taught Work-Related module (IS4 003):</p> <ul style="list-style-type: none"> • Pre-requisites: Experience in the work place, organisation, association or other institution in which individuals have become aware of the need to develop personal, academic and/or work-based abilities. • Co-requisites: Co-requisites and barred combinations will be determined prior to accreditation of this module. <p>Specifically:</p> <p>Pre-requisites: eligibility to study at level 4</p> <p>Co-requisites: none</p> <p>Barred combinations: Managing and Leading People at levels 5, 6, 7</p>								
7. Expected Student Learning Activity and Contact Hours									
<p>Generically for Taught Work-Related module (IS4003):</p> <p>The maximum tutor contact will normally be 20 hours, subject to negotiation with the client. The nature of learning activity will vary according to the mode of delivery. Illustrative examples include group workshops, face to face tutorials, on-line tutoring, group seminars - as appropriate.</p>									
<table border="1"> <thead> <tr> <th>Scheduled hours</th> <th>Placement Hours</th> <th>Independent Guided study</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>0</td> <td>180</td> </tr> </tbody> </table>				Scheduled hours	Placement Hours	Independent Guided study	20	0	180
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20	0	180							
8. Attendance Guidance									
<p>Generically for taught work-related shell module (IS4003)</p> <p>It is expected that students will engage with all andragogic/pedagogic approaches used in the delivery of this module, as negotiated with tutorial staff.</p> <p>Specifically: Participants will be expected to attend workshop sessions and contribute to collaborative discussion or utilise on-line resources.</p>									
9. Module Content									
<p>Generically for Taught Work-Related module (IS4003):</p> <p>The content of the module will be negotiated and agreed with the individual / client prior to accreditation using the specification below.</p> <p>Specifically:</p> <ul style="list-style-type: none"> • Definitions of management and leadership • Role of the manager • Role of the leader • Relationship between management and leadership • Theories and models of management and leadership • Management and leadership styles and behaviour • Skills and capabilities required to manage and/or lead effectively • Inter-personal relationships between managers and their staff • Task versus people (Blake & Mouton Managerial (Leadership) grid) • Context/environmental factors • Managing and leading teams 									
10. Aims									
<p>Generically for Taught Work-Related module (IS4 003):</p> <p>The module is designed to provide a framework for the approval of an area of study related to any vocational sub-discipline. It provides details of learning outcomes, content and assessment methods that are to be applied in an area of study deemed to be equivalent to a full module. It gives clients of the University an opportunity to accredit specialist learning and relevant subject specific skills, capabilities (and where appropriate, professional competencies) required at Level 4, allowing flexibility for specific content to be determined by the relevant parties.</p> <ul style="list-style-type: none"> • To provide maximum potential for study in specialised areas, whilst providing a rigorous and structured framework for work related learning. • To give students the opportunity to develop and apply subject specific skills and knowledge required for their individual development. • To provide a mechanism that enables HE to work efficiently and economically in partnership with external 									

organisations to design and deliver modules which meet specific needs.

Specifically:

- To provide maximum potential for study in management and leadership, whilst providing a rigorous and structured framework for work related learning.
- To give students the opportunity to develop and apply subject specific skills and knowledge required for their individual progress.
- To provide a mechanism that enables HE to work efficiently and economically in partnership with external organisations to design and deliver learning in relation to management and leadership which meets specific needs.

11. Methods of Learning and Teaching and Formative Assessment

Generally for Taught Work-Related module (IS4 003):

Methods may include tutor-led seminars, lectures and group work, depending on content and conceptual structure. Tutorial/supervisory support will be given, online resources, work-based resources and experiential learning will be used where applicable, together with self-directed learning.

Formative assessment: review of draft assignment and feedback.

Specifically:

Tutor-led workshop/on-line resources and experiential activities. Learning is largely self directed, supported and facilitated by means of dedicated materials available electronically. This includes extracts from key texts, on line access to journals and other electronic sources as well as traditional paper resources. Tutorial/supervisory support is available via e mail and telephone.

12. Learning Outcomes

Generally for taught work related module (IS4003):

By the end of this module the student will be able to:

1. demonstrate the acquisition of appropriate capabilities relevant to the specialist subject area.
2. use basic terminology associated with the subject area accurately and in a way which demonstrates knowledge and understanding.
3. apply key ideas and concepts relevant to the subject area and to professional practice in the field.
4. use techniques of analysis, discussion and debate as is appropriate to the subject matter, relating this to workplace contexts and developments.
5. identify and use study skills, referencing conventions and techniques commensurate with Level 4 study.

Specifically: (please identify LO which each LO customises)

Specific Learning Outcomes	Customises LO(s) above
Demonstrate evidence of reading of a range of literature relevant to the management and leading of people	LO 1, 5
Formulate a coherent argument from such reading in relation to a management or leadership context	LO 4
Relate concepts and appropriate methodologies relevant to the managing and leading of people from published sources to workplace practice	LO 2, 5
Apply these concepts and methodologies to an identified problem or issue in the workplace	LO 3

13. Assessment and Reassessment Components and Weighting

13a. Assessment

Component	Weighting %	Learning outcome(s) assessed	KIS category
1 Written assessment	100%	All	Coursework

Generally for Taught Work-Related module (IS4003):

An assignment or assignments of notionally 3000 words (weighting 100% coursework), assessed in line with the specific level-related WBIS marking criteria. Illustrative examples include an essay, report, oral assessment, portfolio - or a combination - as negotiated between student and tutor.

Specifically:

An assignment or assignments of notionally 3000 words (weighting 100% coursework). Illustrative examples include an essay, report, oral assessment, portfolio - or a combination - as negotiated between student and tutor.

Reassessment: normally resubmission of assessment as defined above.

Specifically:

Either

- Submission of a 3000 word reflective essay (100% coursework)

Or

- Submission of a portfolio of work generated artefacts plus a reflective essay of 1500 words (100% coursework)

All assessments will address all Learning Outcomes.

13b. Reassessment

Reassessment as above

14. Key References

Armstrong, M. (2019). *How to manage people: fast, effective management skills that really get results*. London: Kogan Page.

Boddy, D. (2016). *Management: an introduction*. (7th Ed.). Upper Saddle River: Pearson. (e-book)

Mullins L.J. (2016). *Management and organisational behaviour* (11th Ed.). Harlow: Pearson Education. (e-book)

Northouse, P.G. (2018). *Introduction to leadership: Concepts and practice* (4th Ed.). Thousand Oaks, CA: Sage Publications, Inc.

Northouse, P.G. (2018). *Leadership theory and practice*. (8th ed.). Thousand Oaks, CA : SAGE Publications, Inc.

Pedlar M., Burgoyne, J., Boydell T. (2010). *A manager's guide to leadership: an action learning approach* (2nd Ed.). Maidenhead, Berkshire, England: McGraw-Hill Publishing. (e-book)

Robbins, S. P., Coulter, M. K., & DeCenzo, D. A. (2017). *Fundamentals of management* (10th, Global Ed.). Boston, MA: Pearson.

Whetton D.A., & Cameron K.S. (2016). *Developing management skills: Global Edition* (9th Ed.). Harlow, United Kingdom: Pearson Education Limited.

Wilton, N. (2019). *An introduction to human resource management*. London, United Kingdom: Sage.

Journals:

British Journal of Management.

Foundations of Management.

International Journal of Public Leadership

Journal of Leadership Studies.

15. Module Leader

Pip Weston

16. Module Assessment Board

Work Based and Integrative Studies Subject Assessment Board

17. Approved by

Work Based and Integrative Studies Approval Panel

18. Date of Approval

Sun, 30 Sep 2018

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