

## H6IMLD: Introduction to Management for Learning & Development

<b>Module Code:</b>	H6IMLD
<b>Long Title</b>	Introduction to Management for Learning & Development <b>APPROVED</b>
<b>Title</b>	Introduction to Management for Learning & Development
<b>Module Level:</b>	LEVEL 6
<b>EQF Level:</b>	5
<b>EHEA Level:</b>	Short Cycle
<b>Credits:</b>	5
<b>Module Coordinator:</b>	Michael Goldrick
<b>Module Author:</b>	Laura Costelloe
<b>Departments:</b>	NCI Learning & Teaching
<b>Specifications of the qualifications and experience required of staff</b>	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Explain and examine the process of planning and fundamentals of managing strategy.
LO2	Describe key components and issues relating to organisational structure.
LO3	Recognise the importance of Control and how this can effectively be achieved.
LO4	Define Management, and describe the activities of management, managers, and the management environment.
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	

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Module Content & Assessment			
Indicative Content			
<b>Introduction to Management and Managers</b> Defining Management. Differentiating types of managers, their roles and responsibilities How the managers job is changing			
<b>The Management Context</b> Omnipotent and symbolic view of management actions. Constraints and challenges of the external environment. The constarints and challenges of organisational culture.			
<b>Planning and Strategy</b> The importance of planning. The difficulties of planning. A framework for planning. Examining the purpose of the organisation: the Mission. The Business Environment and the tools applied in assessing the environment. Differing types of strategies and levels of strategy. Implementation of plans and the problems of implementation. Evaluation and feedback.			
<b>Foundations of Organisational Structure</b> The importance of organisational structure. Key elements in designing organisational structure. Mechanistic and Organic structures. Contingency factors influencing structure. Implications of differing structural choices.			
<b>Contemporary Organisational Structures</b> Organising for integration, collaboration, and innovation. Boundaryless (Networked / Virtual) Organisations. The Flexible Firm and Contingent Workforce. Issues with contemporary organisation for employees and employers. • The Learning Organisation: The purpose, significance and characteristics of a Learning Organisation (including reference to Senge's work); Examples of activities that contribute to becoming a Learning Organisation; Examples of organisations that exemplify Learning Organisations; Analysis and Evaluation of the Learning organisation concept.			
<b>Control</b> The importance of Control. The Control Process. Controlling Employee Performance. Controlling Organisational Performance. Feedforward / Concurrent / Feedback Control The Balanced Scorecard. Issues with Control.			
Assessment Breakdown			%
Coursework			50.00%
End of Module Assessment			50.00%
Assessments			
Full Time			
Coursework			
<b>Assessment Type:</b>	Assignment	<b>% of total:</b>	50
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> The assignment will involve the investigation of a management issue, requiring learners to explain, illustrate and apply concepts from the module. The assignment should draw on multiple range of Learning Outcomes from 1 to 4, although there should be flexibility to focus on specific areas related to their practice of if the opportunity arises. For example, such an opportunity would be a management issue being headline news.			
End of Module Assessment			
<b>Assessment Type:</b>	Terminal Exam	<b>% of total:</b>	50
<b>Assessment Date:</b>	End-of-Semester	<b>Outcome addressed:</b>	1,2,3,4
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> The examination will take place at the end of the module and will draw on all Learning Outcomes. The exam will be 2 hours in length and will contain a mix short answer questions, and essay style response answers.			
No Workplace Assessment			
Reassessment Requirement			
<b>Repeat failed items</b> <i>The student must repeat any item failed</i>			

## H6IMLD: Introduction to Management for Learning & Development

Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	per week	2	Once per semester	0.17
Independent Learning	No Description	8.5	Once per semester	0.71
Total Weekly Contact Hours				0.17
Workload: Part Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Independent Learning	No Description	8.5	Once per semester	0.71
Lecture	per week	2	Once per semester	0.17
Total Weekly Contact Hours				0.17

Module Resources	
<i>Recommended Book Resources</i>	
Robbins, S.P., and Coulter, M.. (2014), Management, 12th Global Edition. 1; 2; 8; 9; 11; 12; 10., Pearson, Harlow, Essex., [ISBN: 9780273787020].	
<i>Supplementary Book Resources</i>	
<p>Mullins, L.J., with Gill, C.. (2013), Management and Organisational Behaviour, 10th. FT Prentice Hall, Harlow, Essex., [ISBN: 9780273792642].</p> <p>G. A. Cole, and P. Kelly. (2011), Management Theory and Practice, 7th. International Thomson Business Press, Andover, Hampshire, p.250, [ISBN: 9781844805068].</p> <p>Mike Smith. Fundamentals of Management. Mike Smith, 2nd. McGraw-Hill Higher Education, p.556, [ISBN: 9780077126933].</p> <p>Tiernan, S.D. and Morley, M. J.. (2013), Modern Management Theory and Practice for Students in Ireland, 4th. Gill and MacMillan, Dublin, [ISBN: 9780717156320].</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	