

H9LMAN: Leading and Managing

Module Code:	H9LMAN
Long Title	Leading and Managing APPROVED
Title	Leading and Managing
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	10
Module Coordinator:	COLETTE DARCY
Module Author:	Isabela Da Silva
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Critically discuss people management roles/skills & reflect on levels of self-awareness, self-management, and continuous self-improvement, leading to enhanced organisational success and career progression.
LO2	Critically evaluate a range of decision-making models, including decisions around ethics and CSR.
LO3	Critique the concepts & theories underpinning organisational strategy and structure.
LO4	Appraise and debate the characteristics of effective leadership across a range of organisations.
LO5	Critically evaluate the major theories of motivation & critically discuss the importance of aligning the reward framework to the wider organisational context.
LO6	Analyse effective management & leadership of change in organisations & assess a range of approaches to change management.
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.

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Module Content & Assessment			
Indicative Content			
Management of Self in a Professional context External environment and internal organisational context for learning and development; Self-awareness and individual differences; well-being; time management; personal organising skills; principles of continuous professional development; professional/ethical approaches to self-management.			
Personal Development & Perception Factors influencing perception, problem solving, creative thinking, capabilities of working in flatter organisational structures without supervision; Team & Organisational effectiveness.			
Managing interpersonal relationships Characteristics of effective teams and team building; assertiveness and emotional Intelligence; interpersonal communication; effective negotiation, written, verbal and non-verbal communication; networking and negotiating; organisational politics.			
Decision making, problem solving & CSR Evidence-based decision-making; creative and team-based decision-making; ethical decision-making & common ethical dilemmas faced by managers and ways of resolving them; communicating and justifying decisions; proactive approaches to problem-solving; consulting skills.			
Motivation and engagement at work Major theories relating to motivation and how these are put into practice by organisations; achieving vertical fit between reward strategy and organisational strategy; achieving horizontal fit with people practices; training & development and performance management.			
Effective leadership & methods used to develop leaders in organisations Types of leadership/management styles and their impact; characteristics of successful and unsuccessful leaders; Emotional Intelligence; developing Effective leaders in organisations; coaching/mentoring & influencing skills.			
Change management in organisations Effective change management in organisations; effective approaches to change management: central role played by people management practices in the effective management of change.			
Assessment Breakdown	%		
Coursework	60.00%		
End of Module Assessment	40.00%		
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment	% of total:	60
Assessment Date:	n/a	Outcome addressed:	1,2,3,4
Non-Marked:	No		
Assessment Description: Learners will be presented with a case study and required to analyse the key issues in the case and answer four questions. Learners will also be expected to present reasoned arguments by applying appropriate models and concepts from the module.			
End of Module Assessment			
Assessment Type:	Terminal Exam	% of total:	40
Assessment Date:	End-of-Semester	Outcome addressed:	1,4,5,6
Non-Marked:	No		
Assessment Description: Learners are required to complete a three-hour examination where they answer three questions from a total of five.			
No Workplace Assessment			
Reassessment Requirement			
Repeat examination <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Classroom and demonstrations	36	Per Semester	3.00
Directed Learning	Directed e-learning	36	Per Semester	3.00
Independent Learning	Independent learning	178	Per Semester	14.83
Total Weekly Contact Hours				6.00

Module Resources	
<i>This module does not have any book resources</i>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	