PRIFYSGOL glyndŵr UNIVERSITY

MODULE SPECIFICATION FORM

Module Title: Leading, Managing and Developing People	Level: 7	Credit Value: 15

Module code: BUS7AD	Cost Centre: GAMG	JACS3 code: N215

Trimester(s) in which to be offered: 1/2	With effect from: Sept 2017

Office use only: To be completed by AQSU:	Date approved: August 2015 Date revised: August 2017 Version no: 2

Existing/New: New	Title of module being replaced (if any): BUS739 Leading and Managing People

Originating Academic School: Business	Module Leader: Karen Hynes

Module duration (total hours):	150	Status: core/option/elective (identify programme where appropriate):
Scheduled learning & teaching hours	50	
Independent study hours	100	
Placement hours	0	

Programme(s) in which to be offered: MA Human Resource Management Programme	Pre-requisites per programme (between levels):

Module Aims: This module will be of interest to anyone who is planning to develop a managerial career. The purpose of the module is to provide the basic requirements for the successful management of people in an organisation, with a particular emphasis on the provision of leadership and developmental opportunities.

Intended Learning Outcomes:

Knowledge and Understanding:

At the end of this module, students will be able to:
1. Review and evaluate contemporary research and debates (such as flexible working, change management and ethics) in the fields of HRM and HRD; and critically discuss the aims and objectives of the HRM and HRD function and its practices.
2. Critically evaluate effective leadership characteristics and methods of leadership development and the theory and practice of motivation, commitment and engagement.
3. Analyse and support professional behaviour and ethical practice by, and assess the contribution of, HRM and HRD specialists in organisations.

Transferable/Key Skills and other attributes:

Students will be able to;
- Think critically, analyse and synthesise, as they relate to business contexts and the attitudes, behaviours and skills of employees
- Effectively develop communication and interpersonal skills, as are necessary in leading and managing people; such as listening, and effective oral and written communication of ideas and arguments
- Increase personal effectiveness: such as critical self-awareness, self-management/time management and sensitivity to diversity in people and situations
- Develop competence in postgraduate study skills

This module maps against the CIPD modules 7LMP Leading, Managing and Developing People

Assessment:

Assessment 1 – Supported by contemporary research, students will be asked to review and critically evaluate the aims, objectives and practices of the HRM and HRD function in an organisation with which they are familiar in regards to its approach to a contemporary issue (such as flexible working, change management and ethics)

Assessment 2 - In the light of CIPD requirements for assessment of a core module, these learning outcomes are tested by a written examination. The student will be examined to evaluate their contribution and professional and ethical practice as a HRM/HRD specialist on a range of themes (such as leadership, motivation, commitment and engagement)

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count (or equivalent if appropriate)
1	1 and 2	Project	60%		2,000 words
2	3	Examination	40%	1 Hour	

Learning and Teaching Strategies:

The teaching and learning strategy aims to produce professionals who are not only able to perform effectively in their present roles; but who have developed the skills, insight and confidence to develop and learn to adapt to the main contextual variables that are shaping their organisation.

The teaching methods are designed as a blended learning programme, combining tutor moderated or led interactions with digital learning resources, access to self-study resources and networked and collaborative learning among students as part of the regions HR community.

The syllabus for the module will be delivered over a twelve week period (Trimester.) Both Distance Learning and Blended Learning Students will be provided with the same access to study materials through Glyndŵr University's Virtual Learning Environment, Moodle including; Panopto Digital Lectures, Online Subject Guides, Learning Resources, Library Resources, Residential Weekends and either online (Distance Learning Students) or Face-to-Face (Blended Learning Students) tutorials.

To achieve this 'thinking performer' approach the strategy is to focus on enhancing the learners knowledge of leadership and management issues as well as to be able to propose developmental responses through the application of analytical and evaluative skills, business awareness and interpersonal abilities.

Students are encouraged to take a collaborative approach to learning with peers from a wide range of backgrounds to enable them to benefit from their varied perspectives and contexts that exist.

Therefore teaching and learning involve examination of knowledge, concepts and issues, and the discussion of current problems and emerging thinking. These activities are intended to challenge students by encouraging them to tolerate the complexity and ambiguity that must exist in real situations. The range of teaching practices deployed includes: online digital lectures, tutorials, case studies, discussions, coaching, skills development workshops

Problem solving without full information and evaluation can be practiced in a safe environment and the skills of planning and implementation can be developed through case studies, presentations, discussions, and other activities. Again, the range of ages, skills, experience and background of students on professional programmes means that the students learn to help themselves and each other, thus enhancing their collaborative and interpersonal skills. Similarly having to voice opinions and put their case helps to develop their presentational and influencing skills, as do the assignments.

Students must be able to direct their own learning and develop their own learning strategies, the requirements for this is introduced at the induction and reinforced in all modules.

Syllabus outline:

This module provides students with;
- A rigorous framework of knowledge and understanding concerning people management and development.
- A familiarity with major contemporary research evidence on employment and effective approaches to human resource (HR) and learning and development (L&D) practice.
- Research focusing on the links between people management practices and positive organisational outcomes and highlights major contemporary changes and developments in practice.
- An introduction to major debates about theory and practice in the specific fields of leadership, flexibility and change management.
- Support to become effective managers. Managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance.
- An introduction to the major aims of HR and L&D and explores how these are achieved in practice in different types of organisational scenarios and provides opportunities for applied learning and continuous professional development

Indicative module content
1. Contemporary research and debates in the fields of HRM and HRD, including that sponsored by the CIPD. Major studies on contemporary developments in HRM/D: HRM/D practices in successful organisations, links between HRM/D practice and business outcomes.
2. Major theories of motivation, commitment and engagement at work and their applications. Major motivation theories and their critics, how motivation ideas are put into practice to support commitment and engagement at work, positively motivating others to raise their level of performance.
3. Development of leadership theories, both classic and contemporary. Characteristics of successful leaders; leadership development. Types of leadership and management styles and their impact characteristics of successful and unsuccessful leaders, developing leaders in organisations, self-development for a professional context, team leadership and CPD. Resolving conflict, coaching and mentoring, influencing and providing direction.
4. Change management theories, approaches and implementation. Effective approaches to change management and major theories of change management; role of people management practices in managing change, leading and facilitating change.
5. Flexible working, significance, types and applications. Contribution and promotion of flexible working; growing significance of flexibility; contribution of HRM/D specialists to flexible working.
6. Aims and objectives of HRM and HRD functions and how they are implemented.
7. Role of HRM/D in organisation and job design, attracting and retaining people, administration of the employment relationship; motivation, training, development and reward
8. Contribution of HRM/D specialists across the organisational range. Contemporary developments in HRM/D practice across the range of organisations
9. International HRM/D
10. Major debates on professionalism and ethics in organisations. Common ethical dilemmas faced by managers; equity and fair dealing, managing within the expectations of the law.

Bibliography:

Essential

Rees, G and French, R. (2013) *Leading, Managing and Developing People.* (4th edition). London: CIPD

Watson, G and Resisener, S. C. (2014) *Developing Skills for Business Leadership* (2nd edition). London: CIPD

Other indicative reading:

Armstrong, M. (2014) *A Handbook of Human Resource Practice (*13th edition). London; Kogan Page

Daniels, K. and Argee, S. (2008) *Strategic Human Resource Management: Building Research-based Practice.* London: CIPD

Beardwell, J. and Claydon, T (2010) *Human Resource Management a Contemporary Approach* (6th edition). Harlow: FT Prentice Hall

Boxall, P. and PurcelL,J. (2011) *Strategy and Human Resource Management* (3rd edition). Basingstoke Palgrave Macmillan

Buchanan, D, and Huczynski, A. (2013) *Organisational Behaviour* (8th edition) Harlow: FT Prentice Hall

Francis, H., Holbeche, L. and Reddington, M. (2012) *People and Organisation Development: A New Agenda for Organisational Effectiveness*. London: CIPD

Gold, J., Thorpe, R. and Mumford, A. (2010) *Leadership and Management Development* (5th Edition) London: CIPD

Hall, D., Pilbeam, S. and Corbridge, M. (2012) *Contemporary Themes in Strategic People Management: A Case-Based Approach*. Basingstoke: Palgrave Macmillan

Marchington, M. and Wilkinson, A. (2012) *Human Resource Management at Work: People Management & Development. (*5th edition)*.* London: CIPD

Moorhead, G. and Griffin, R. (2013) *Organizational Behavior: Managing People and Organizations.* (11th Edition) South-Western College Publishing

Mumford, A. and Gold, J. (2010) *Management Development Strategies for Action.* (5th edition)*.* London: CIPD

Rayner, C. and Adam-Smith, D. (2009) *Managing and Leading People (*2nd edition). London: CIPD

Torrington, D. Hall, L. Taylor, S. and Atkinson, C. (2014) *Human Resource Management* (9th Edition) Pearson

Journals

Human Resource Management Journal
International Journal of Human Resource Management
People Management
Personnel Review
Work, Employment and Society

Websites

www.cipd.co.uk - Chartered Institute of Personnel and Development
www.employmentstudies.co.uk - Institute for Employment Studies
www.ilo.org - International Labour Organization
www.bis.gov.uk - Department of Business, Innovation and Skills
www.ons.gov.uk - Office for National Statistics
www.europa.eu/employment - European Union Employment and Social Affairs
www.managers.org.uk - Chartered Management Institute
www.tuc.org.uk - Trades Union Congress

www.independent.co.uk - Independent newspaper
www.telegraph.co.uk - Daily Telegraph newspaper
www.bbc.co.uk/news/ - BBC News website
www.cnn.com/BUSINESS - CNN Business News