

MODULE SPECIFICATION

1. **Title of the module**

People Management and Leadership

2. **School or partner institution which will be responsible for management of the module**

Pearson College London

3. **The level of the module (Level 4, Level 5, Level 6 or Level 7)**

Level 5

4. **The number of credits and the ECTS value which the module represents**

15 credits (7.5 ECTS)

5. **Which term(s) the module is to be taught in (or other teaching pattern)**

This module can be run in any term: Autumn, Spring or Summer

6. **Prerequisite and co-requisite modules**

None

7. **The programmes of study to which the module contributes**

- BA (Hons) Business Management - core module
- BA (Hons) Business Management with Entrepreneurship - core module
- BA (Hons) Business Management with Finance - core module
- BA (Hons) Business Management with Global Industries - core module
- BA (Hons) Business Management with Law - core module
- BA (Hons) Business Management with Marketing - core module
- BA (Hons) Applied Business Management - core module

8. **The intended subject specific learning outcomes.**

On successfully completing the module students will be able to:

- 8.1 A detailed understanding of key theories, practices, processes and, where relevant, legislation, in people management and leadership.
- 8.2 Knowledge and critical understanding of the pervasive issues related to employment and people management in an ethical context.
- 8.3 An ability to appraise current practices in people management and leadership with the intention of improvement.
- 8.4 An understanding of how to use recruitment, selection, performance management, and leadership to improve organisational effectiveness.

- 8.5 An ability to critically appraise major leadership theories, justifying key people management and leadership decisions, based on evidence.
- 8.6 A thorough knowledge and understanding in an international context of the effective management of organisations, including cutting edge theories, models and frameworks which inform current practice.

9. **The intended generic learning outcomes.**

On successfully completing the module students will be able to:

- 9.1 Demonstrate the ability to exercise personal responsibility and decision making
- 9.2 Undertake further training, develop existing skills and acquire new competences that will enable them to assume significant responsibility within organisations.

10. **A synopsis of the curriculum**

Module Aims

This module aims to provide students with a good understanding of the processes, practices and theories of people management and leadership within organisations. In particular, it will encourage students to engage critically with key ideas within these fields and apply them to relevant business contexts to develop their understanding of how to lead and manage people within an organisation.

It will furnish students with skills that will enable them to appraise current organisational practices, provide justifiable recommendations for improvement and create executable plans.

It will also give students some opportunities to reflect on their own perspectives on leadership, management and followership.

Overview of syllabus

Introduction:

- An introduction to people management (including principal-agent theory, motivation, supervision and the balance between span of control and discretion)

People Management:

- Recruitment and selection (including equality and diversity and induction) (CMI5011V1)
- Appraisal and performance management (CMI 5003V1) and Disciplining, grievances and departures (CMI 5003V1)
- Talent Management
- Managing people across international boundaries

Management and Leadership theory:

- Trait and behavioural theories of management and leadership
- Contingency and situational leadership theories and Emotional and charismatic leadership

Shared issues:

- Management and leadership in a global context
- Managing and leading through change and conflict
- Ethical management and leadership

11. Reading list (Indicative list, current at time of publication. Reading lists will be published annually)

- People Management. (2013). Neil Thompson. Palgrave Macmillan.
- Leadership in Organisations. (2013). Gary Yukl. Pearson.
- Leadership: Theory and Practice. (2012). Peter Northouse. Sage.
- Fundamentals of Human Resource Management. (2011). R. Noe, J.R. Hollenbeck, B. Gerhart and P. Wright. McGraw-Hill.
- Yukl, G., 2009: Leadership in Organizations, 8e., Upper Saddle River, Pearson
- Predicting Unit Performance by Assessing Transformational Transactional Leadership. (2003). Bass, B. M., Avolio, B. J., Jung, D. I. & Berson, Y. Journal Of Applied Psychology
- Kotter, J.P (1990): What Leaders Really Do In: Harvard Business Review, May-Jun, 68(3), pp. 103-111

A space will need to be created online for the moderated discussion board and this will need to be moderated by the lecturer and students each week. Therefore, moderation rights will need to be granted to a small subset of students for parts of the OLE each week.

12. Learning and teaching methods

For full details, please see the teaching and learning strategy in the programme specification. Students can study this module in the interactive classes model or the mentored independent model. Those on the former will typically experience one lecture and one seminar each week.

- Scheduled Hours: 25
- Independent Study Hours: 125
- Total Study Hours: 150

13. Assessment methods

13.1 Main assessment methods

This module will be assessed as follows:

- a coursework assignment (75% of overall grade) with a maximum of 2,500 words; and
- a 1.5 hour summative take-home examination to be completed over a 24 hour period (25% of overall grade).

A student must pass the *coursework* element of assessment to pass the module.

13.2 Reassessment methods

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14. Map of module learning outcomes (sections 8 & 9) to learning and teaching methods (section 12) and methods of assessment (section 13)

Module learning outcome		8.1	8.2	8.3	8.4	8.5	8.6	9.1	9.2
Learning/teaching method	Hours allocated								
Private Study	115	x	x	x	x	x	x	x	x
<i>Lectures</i>	10	x	x	x	x		x	x	
<i>Seminars</i>	15	x	x	x	x	x	x	x	x
Assessment method									
<i>Coursework (2,500 words)</i>		x	x	x	x	x	x	x	x
<i>In class exercise</i>				x		x			
<i>e.g. Essay – including word length</i>									
<i>e.g. Examination</i>									

15. Inclusive module design

The Collaborative Partner recognises and has embedded the expectations of current equality legislation, by ensuring that the module is as accessible as possible by design. Additional alternative arrangements for students with Inclusive Learning Plans (ILPs)/ declared disabilities will be made on an individual basis, in consultation with the relevant policies and support services.

The inclusive practices in the guidance (see Annex B Appendix A) have been considered in order to support all students in the following areas:

- a) Accessible resources and curriculum
- b) Learning, teaching and assessment methods

16. Campus(es) or centre(s) where module will be delivered

Pearson College London

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17. Internationalisation

Students taking this unit will study examples and business cases of People Management and Leadership that take place in a global context. They will be expected to read materials that highlight the differences of how the cultural and international context influence the practice of People Management. An entire topic is dedicated to the analysis of the global context and the study of cultural differences when it comes to people management and leadership. In particular, the students will be able to understand how country culture affects personal and organisational practice and how working cross-nationally can present challenges. They will also be able to recognise potential solutions to those challenges.

If the module is part of a programme in a Partner College or Validated Institution, please complete sections 18 and 19. If the module is not part of a programme in a Partner College or Validated Institution these sections can be deleted.

18. Partner College/Validated Institution

Pearson College London

19. University School responsible for the programme

Kent Business School

FACULTIES SUPPORT OFFICE USE ONLY

Revision record – all revisions must be recorded in the grid and full details of the change retained in the appropriate committee records.

Date approved	Major/minor revision	Start date of the delivery of revised version	Section revised	Impacts PLOs (Q6&7 cover sheet)