

Leading and Managing People

Module Descriptor

Module Code: MAN7MLP

Version: V1.00

Status: Final

Date: 26/03/2025

Summary Module Details

Module details

Module Title: Leading and Managing People

Module Leader: Dr Linda Juleff

Module Mode: Supported online learning

Semester: Autumn (UK)

Level: 7

Credits: 20

Learning Hours: 200

Contact & Study Hours

Directed Study Time: 60 hrs (30%)

Self-directed Study Time: 70 hrs (35%)

Assessment Study Time: 70 hrs (35%)

Assessment Type

Coursework: 100%

Module Summary

This module seeks to develop an understanding of the role that managers at different levels within the organisation have in relation to the leadership and management of the organisation's employees. It explores the distinction between leadership and management and examines how different global organisations may require different management and leadership styles. It also encourages participants to interrogate both their own management and leadership styles and those of other managers with a view to ensuring the future sustainability of their organisation.

Taken on which Programmes

Master of Business Administration (C)

Core (C) or Elective (E)

Module Aims

This module aims to:

- Enable participants to identify the leadership and management styles prevalent within global organisations.
- Discuss the alternative schools of thought on effective leadership and management.
- Identify emergent themes in relation to leadership and management within the contemporary organisation.
- Facilitate the application of appropriate leadership and management styles to ensure the sustainability of organisations within the built environment industry.

Module Learning Outcomes

- LO1. Critically evaluate the leadership and management of global organisations.
- LO2. Critically analyse the evolution of working practices within organisations and their implications for leadership and management.
- LO3. Critically evaluate the role of leadership and management in ensuring the sustainability of the organisation.
- LO4. Critically analyse the role of organisational policies and procedures in successfully engaging employees.

Indicative Module Content

Module topics

- **Introduction**
Why effective leadership and management are important for the global organisation. Remote, flexible and on-site working and the associated leadership and management challenges.
- **Human Resource Management (HRM)**
The HRM policy and procedural context in which leaders and managers operate. Examples in relation to areas such as Health and Safety, Equality Diversity and Inclusion and Ethical practices within the organisation.
- **The nature of management**
Definitions, functions and theories of management. What managers do, why management is important and an introduction to managing people.
- **Managing people**
Alternative styles of management and the development of effective employment relationships. The advantages and disadvantages of different management styles and their applicability within different global organisations.
- **Leadership theories and models**
Alternative styles of leadership and the difference between leadership and management. The advantages and disadvantages of different leadership styles and their applicability within different global organisations.

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- **Motivating employees**

Alternative theories of motivation. Motivating employees in practice in different international contexts.

- **Leading Groups and Teams**

The nature of teams versus groups. Group and team dynamics. The role of technology in leading virtual teams.

- **Intercultural communication and managing international teams**

Styles of communication, including negotiation skills. International dimensions of teamwork and management. Cultural differences and how to leverage them to ensure the long-term success and sustainability of the organisation.

- **Managing performance**

The performance management cycle and performance appraisal. Types of appraisal interviews and 360-degree feedback, talent management and managing under-performers.

- **Developing employees**

Emotional intelligence. Coaching and mentoring.

This content will be reviewed and updated regularly to reflect the legal, moral and financial changes in professional standards and practice.

Overview of Summative Assessment

Module learning outcomes	Assessment	Word count or equivalent	Weighting
LO1, LO2	Assessment 1 Coursework	2,000	40%
LO3, LO4	Assessment 2 Coursework	3,000	60%

Module Pass Mark (as a weighted average of all assessments): 50%

Key Module Learning Resources

Core Sources and Texts

The core reading resources within each module will be provided via the specific Virtual Learning Environment (VLE) module pages and within the e-Library. Additional reference material and supplementary resources to support your studies are available through the UCEM e-Library.

Module tools

Students will have access to study materials, dedicated academic support, student forums, and learning activities via an online learning platform (VLE).

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The module page on the VLE is broken down into structured study weeks to help students plan their time, with each week containing a mixture of reading, case studies, videos/recordings and interactive activities to go through. Online webinars/seminars led by the Module Leader can be attended in real time and provide opportunities to consolidate knowledge, ask questions, discuss topics and work through learning activities together. These sessions are recorded to support students who cannot attend and to enable students to recap the session and work through it at their own pace. Module forums on the VLE provide further opportunities to discuss topics with other students, complete collaborative work and get extra help from the module team.

Professional online resources

The e-Library provides access to trusted, quality online resources, selected by subject specialists, to support students' study. This includes journals, industry publications, magazines, academic books and a dissertation/work-based library. For a list of the key industry specific and education resources available please visit [the VLE e-Library](#).

Other relevant resources

Access is also provided to further information sources that include the British Library and Open University UK catalogues, as well as providing a monthly current awareness service entitled, **Knowledge Foundations** - a compendium of news, research and resources relating to the educational sector and the Built Environment.

The module resource list is available on the module VLE page and is updated regularly to ensure materials are relevant and current.