



UNIVERSITY OF PLYMOUTH

Plymouth Business School

Leading, Managing and Developing People HRL7005

This Handbook is for general guidance only. Content may be subject to change.

Contact Details

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Introduction

This module will focus on the key challenges facing leaders and managers in the workplace. It will provide learners with the fundamental knowledge concerning leadership and management irrespective of their specialisation. Three levels of managerial and leadership activity will be addressed: 1) those operating at the individual level (concerning issues such as enhancing your capacity to learn, becoming a reflective practitioner and building self-resilience); 2) those related to the interpersonal and group level (such as handling conflict, building effective teams and working with difference); and, 3) those operating at an organisational level (such as making change happen, working effectively within political environments and reading the external context).

It will examine key topics such as the handling crisis and change, managing performance, ethical leadership, team building and collaborative working, leading with vision and purpose, organisational culture and learning among others. The module provides insights and practical knowledge through the acquisition and application of knowledge, skills and attitudes (tools) to enable students to lead successful organisations and projects.

The module will draw from both theoretical perspectives, and students' own experiences to deepen understanding of managerial and leadership processes. A key learning objective of the module is to help develop participants' critical capacities in order that they might be equipped to deal with the difficulties and paradoxes of managing and leading others within the work place.

Module aims

- Critically explore the practice of management through leadership, HRD, HRM frameworks;
- Identify cultural, economic and contextual impacts on the practice of leadership, HRM and HRD;
- Develop critical responses to existing theoretical discourses on the impact of leadership practice, HRM and HRD on employee engagement, commitment and motivation.
- Flexibly and critically apply knowledge on leadership, HRM and HRD frameworks in relation to organisational change and performance.

Objectives/Learning Outcomes

At the end of the module, the learner will be expected to be able to:

1. Review and critically evaluate major contemporary research, debates and theories in the fields of human resource management (HRM including commitment and engagement at work), human resource development (HRD) and leadership.
2. Creatively apply knowledge to the promotion of effective leadership, flexible working and change management in organisations.
3. Assess and analyse the contribution made by Leadership, HRM and HRD specialists in different organisational, professional and ethical contexts.

4. Demonstrate an essential people management skill-set including initiative in problem solving, decision making to promote professionalism and managing interpersonal relationships

Delivery method

The module will be delivered through a series of lectures with varying amounts of practical content, discussion, etc. At the time of writing, it is expected this will be done by face to face delivery in the classroom although it may be done by videoconference (Zoom) and sessions will be recorded for student use. You are recommended to attend the sessions live in order to take part in discussion, ask questions, etc.

You would benefit by prior reading on the topic of the week from academic as well as non-academic (make sure these are credible) sources. This will give you confidence to more effectively engage in class, besides enhancing your deeper learning.

Teaching Schedule (Provisional)

Semester 1

Module week	Date	Thursday 2-5 pm	Description and Reading
1	30 th Sept	Introduction to the module and assessments Teams for CW MUST ATTEND – essential for Group Formation	ST
2	7 th Oct	Guest Session on Governance and Ethics Teams and team working Team formation MUST ATTEND	Guest Lecture Professor Nada Kakabadse, Professor of Policy, Governance and Ethics at Henley Business School ST
3	14 th Oct	Leadership Theories	ST Clegg, S., Crevani, L., Uhl-Bien, M., & By, R. T. (2021). Changing Leadership in Changing Times. <i>Journal of Change Management</i> , 21(1), 1-13. Wilson, S (2020) "Pandemic leadership: Lessons from New Zealand's approach to COVID-19." <i>Leadership</i> 16 (3), 279-293.
4	21 st Oct	Managing People: HRM	Ch 2, 3 and 4 ST Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., & Zimmermann, A. (2020). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice.
5	28 th Oct	Flexibility and Psychological contract	Ch 7 ST Felstead, A. and Henseke, G. (2017) Assessing the growth of remote working and its consequences for effort, well-being and work-life balance, <i>New Technology, Work and Employment</i> , 32 (3), pp. 195–212
6	4 th Nov	Managing Change	Ch11 Peng, J., Li, M., Wang, Z., & Lin, Y. (2021). Transformational leadership and employees' reactions to organizational change: Evidence from a meta-analysis. <i>The Journal of applied behavioral science</i> , 57(3), 369-397.
7	8 th Nov	Reading week	
8	18 th Nov	Managing the employment Relationship: Engagement	Ch 6 ST Saks, A and Gruman, J., 2014. What Do We Really Know About Employee Engagement? <i>Human Resource Development Quarterly</i> , vol. 25, no. 2, Summer 2014 Guest Lecture: Dr Ruth Harrell (Director of Public Health PCC)

9	25 th Nov	Leading and developing people in Crisis Resilience	ST Presentation: COVID-19 Crisis Leadership on The Frontline https://www.youtube.com/watch?v=c8ZZ5BmL13E Guest Lecture Mark Lovell CEO Plymouth Argyle Community Trust
10	2 nd Dec	WLB and Leading virtually	Beauregard, T. A. and Henry, L. C. (2009) Making the link between work-life balance practices and organizational performance, <i>Human Resource Management Review</i> , 19 (1), pp. 9–22. Guest Lecture: Jenkins, Gareth Commander RN (NAVY SM-DACOS)
11	9 th Dec	Performance management	Ch 12 ST Turner, J. R., & Baker, R. (2018). A review of leadership theories: Identifying a lack of growth in the HRD leadership domain. <i>European Journal of Training and Development</i> . 42 No. 7/8, pp. 470-498
12	16 th Dec	Q and A	ST

Tutorials weeks 5,6,8,9,10,11 (wb 25th Oct, 1st Nov, 15th Nov, 22nd Nov, 29th Nov, 6th Dec)

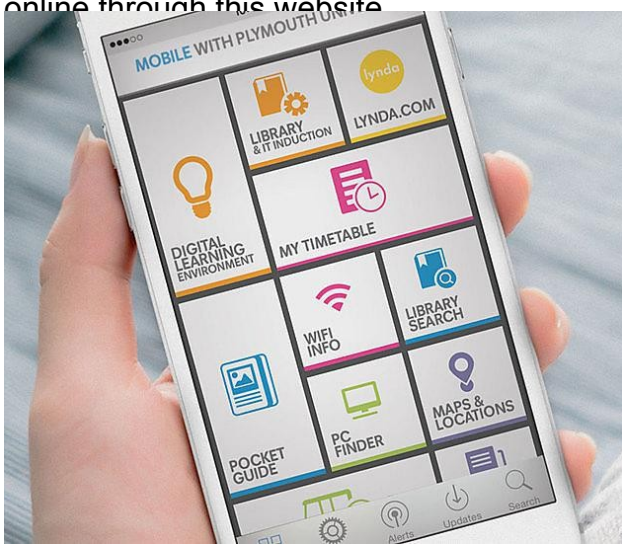
For tutorials, you will be in one of 2 groups and there will be 6 tutorials and will provide you with opportunity to seek peer and tutor feedback (formative). The first three will focus on Group Presentation, the remaining three will focus on Assignment 2

Digital Learning Environment (DLE) Module Site

The DLE or Moodle website is where all the information about the module will be available. This website will be used for announcements, changes to the teaching schedule or assessments, and supplementary teaching information.

Learn more about DLE here: https://youtu.be/3n0bwNg7U_E

All the materials used in the module (PowerPoints, lecture notes, etc.) will be available online through this website



for new information. The easiest way to do this is via the app, see <https://www.plymouth.ac.uk/your-course/areas/it-services/mobile-with-plymouth->

How often you visit the site, just as they have a pass. This helps them to assess how well you

For further help with DLE, assignment submissions and viewing feedback please see the Student Help website:

<https://dle.plymouth.ac.uk/course/index.php?categoryid=117>

Assessment

- 1) Coursework in groups (Practical – GROUP based) 30%;**
- 2) ICT 70%**

Assessment One – Case Study Based GROUP Coursework: 20 minute group presentation (maximum 6 members) with briefing notes.

Assessment One is worth 30% of your module grade and focuses on addressing Learning Outcomes One, Two, Three and Four.

You are required to analyse the case study and answer the following question:

Analyse the leadership demonstrated in the case study and make recommendations on how leadership can support effective change in the face of the ongoing challenges.

Explore the above question in relation to the given case study, empirical material and relevant theory and make a presentation of 20 minutes. Each member of the team needs to make a contribution. The presentation needs to be recorded as an audio link on each slide and uploaded on the DLE along with the briefing notes.

Time Limit: 20 minutes PPT – 12 slides + intro to the Team, Presentation, Conclusion and References

Deadline: 9th December, 2021 via DLE

The Deadline after careful consideration has been moved to the 13th of December 2021 at 15:00 hours.

You are advised to get into a team of five/six before the Third Week's lecture.

All Teams need to be confirmed by WEEK 3.

Assessment Two: ICT (Written and individual) 70%

Assessment Two is worth 70% of your module grade and focuses on addressing Learning Outcomes One, Two, Three and Four.

The assessment will be online 48 hour, open book exam. More guidance will be provided in class.

You will be expected to focus on **one** of the following, drawing the implications of managing and developing people when confronted with crisis:

1. Leading people flexibly
2. Leading people virtually

Word count 3000 words

The assessment test will take place between 15.00 on Tuesday 11th January 2022 and 15.00 on Thursday 13th January 2022.

Deadlines and Submission

Both written submissions will be submitted through Moodle:

You are required to submit your work on or before the deadline, electronically through Moodle/DLE.

Work submitted up to 24hrs late will be capped at the pass mark. After this it will receive a zero mark.

Extenuating Circumstances

Module staff are unable to give you extensions to deadlines. If you have a valid reason for late or non-submission, you will need to complete an extenuating circumstances form.

For more information on what constitutes valid extenuating circumstances and extenuating circumstances procedure, please see

<https://staff.plymouth.ac.uk/studhand/studying/intranet.htm>

Feedback

Module staff aim to return all coursework **within 4 working weeks** (i.e. not including weekends or holidays) of submission, via DLE/Moodle. **This means that you should expect your work to be returned by 19th January (Practical Group PPT) and 10th February (ICT).**

Cheating and other academic offences

All your work must contain references to your sources, however acquired. To copy another person's work is viewed as plagiarism and is not allowed in UK academic institutions. All your work must be your own and other sources must be identified as being theirs, not yours. The copying of another person's work will result in you receiving a zero for your assignment and could result in expulsion from the university altogether.

If you are unsure about what equals an academic offence, please look at

<http://documents.plymouth.ac.uk/uop/Documents/Registry/Examination and Assessment Offences.doc> or see the Faculty Support Office.

Some useful guidance on how to reference correctly, and avoid plagiarism can be found here other <http://www.learnhigher.ac.uk/referencing/>

You can also self-review coursework prior to submission using the University's Turnitin software. This tool assesses the originality of pieces of academic writing and detects potential academic offences such as plagiarism. The use of Turnitin is becoming standard practice at most UK universities as a way of ensuring academic standards. Plymouth Business School has introduced a sampling system following recommendations from our external examiners about the use of Turnitin. If you have any concerns about use of Turnitin please contact your Programme Manager and/or personal tutor.

Indicative Reading and useful resources

It is important that you attend lectures and workshops. They are provided to offer additional insights into the materials you will find in the text books and the lecture notes and as such, should be viewed as an important method of gaining the required knowledge and understanding to enable you to pass this module.

However, attendance at lectures and workshops does not guarantee that you will pass the module. You are expected to undertake self-directed study in their free time to develop a full understanding of the subject area. Lecturers may also provide students with a variety of learning activities to undertake either in class, or in their own time.

Electronic Reading List

There is an electronic reading list available from the module DLE site, which links you directly to the reading materials for the module.

This **Reading List** appears on the right-hand side of the website, below the yellow Module Information block. In the same area you can also see the link to the **Business & Management Library Guide**, which is a webpage about searching for materials online and referencing.

PLEASE NOTE:

All the information in this Handbook is correct at the time of writing.

Courses are regularly reviewed and updated so details may change.

Information about changes will be posted on the module website so make sure you regularly visit Moodle DLE.