



Module guide:

1.2 Leading People

Programme: BA (Hons) Professional Management

Module details

Module title:	Leading People
Module code:	1.2
Module level:	4
Credit value:	20
Assessment:	Assignment, reflective review, portfolio evidence
Learning duration:	7 weeks

Introduction

Welcome to this module on Leading People. This is your reference guide to the content and assessment of this module.

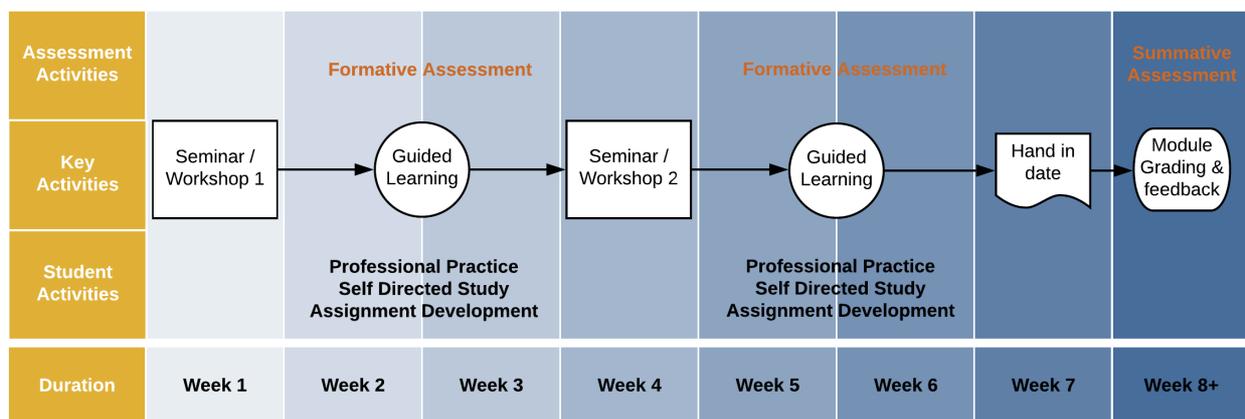
By successfully completing this module, you will be able to:

- 1.2 (1) Assess leadership styles that can be adopted in different situations
- 1.2 (2) Evaluate an organisation’s approach to diversity management
- 1.2 (3) Integrate your organisation’s values and working practices to support a high performance inclusive work culture
- 1.2 (4) Recommend coaching and mentoring techniques that can be used to improve individual’s performance

In order to achieve these learning outcomes, you will need to demonstrate your knowledge and experience as a manager or leader and provide evidence of reflection. Your tutor is there to guide and support you throughout this module, offering advice and guidance where applicable.

Learning strategy

The learning outcomes will be achieved through a combination of seminars, workshops, tutorials, self-directed study, professional practice and reflective review. The learning journey for this module is illustrated below:



Module guidance

In order to complete this module, you will be required to provide the following:

1. A written assignment of no more than 2000 words
2. A reflective account of your personal practice as a manager or leader
3. Two pieces of portfolio evidence consisting of:
 - Observation report based on your performance in the workplace
 - An action plan following peer feedback

Assessment guidance

This module will be assessed through an assignment (essay) on ‘understanding leadership styles’ and the impact on organisational performance. Students will also carry out self-reflection on their own management and leadership styles and identify areas for improvement and best practice. A portfolio of evidence demonstrating leading and development of people through observations, peer feedback & knowledge questions.

The table below provides an overview of the assessments and how they will be used towards your overall module grade.

Components	Assessment method	Learning outcome	Overview of activity	Marking scheme
Assessment 1	1. Assignment (essay)	1.2 (1) 1.2 (3)	Complete an essay of no more than 2000 words on understanding leadership styles and impact on organisational performance.	Marked and graded (40% pass mark)
Assessment 2	1. Reflective review	1.2 (2)	Reflection activity on how you have demonstrated diversity management.	Threshold (A pass must be achieved)
Assessment 3	Portfolio evidence 1. Observation 2. Action plan, following peer feedback	1.2 (4)	Gather evidence for your portfolio in order to show that you are able to understand and apply your learning to real activities.	Threshold (A pass must be achieved)

You will be required to complete all components and achieve a pass for each in order to successfully complete this module.

Before you start....

What is expected of you:

- Read through and make sure you understand the requirements of the module. Please feel free to ask your tutor any questions if you are not sure or require further clarification. This can be done in person, by email or telephone.
- Ensure that you are aware of hand in dates for your work. If you feel you will not be able to meet these deadlines, please discuss with your tutor who may be able to arrange for an extension. It is essential that you allow time for this and not leave it until the last moment unless of extenuating circumstances.
- Always keep a soft or hard copy of your work.
- Ensure you have completed your individual self-reflections.
- Ensure you have completed all tasks within the allocated timescale. It is highly recommended that you attend the tutorial sessions and keep in touch with your tutor who will support you through your module. If we are not aware of problems you may be having, we will not be able to help you.
- Throughout this module, there will be a need for both group working activities and individual work.

Assessment 1

Assessment type: Assignment (essay)

Learning outcome: 1.2 (1) - Evaluate leadership styles that can be adopted in different situations.
1.2 (3) - Integrate your organisation's values and working practices to support a high performance inclusive work culture.

Overview: Complete an essay on 'understanding leadership styles' and the impact on organisational performance.

Marking scheme: Marked and graded

Task

You are required to complete a short essay of no more than 2000 words. This should be presented electronically in Microsoft Word format, and include:

- Referencing in the Harvard style
- A full reference list
- A bibliography of reading and research you have carried out

Your essay should provide a response to the following instructions:

1. Explain the difference between leadership and management. (100 words)
2. Explain what is meant by the culture and values of your own organisation and explain their ethical and value-based approach to leadership. Evaluate how this can support a high performance inclusive work culture. (650 words)
3. Explain and evaluate the differences between the different leadership styles and discuss how they could be adopted to influence others (600 words)
4. Explain how these leadership approaches can impact on the culture of your organisation. Use practical examples and theory to illustrate your answer. (650 words)

Marking and grading

Your assignment will be marked and graded in line with UCQ's marking and grading guidelines which are in your student handbook. Specific to this task, you will be scored on the task elements detailed above, and summarised as follows:

1. Essay structure and inclusion of the specified elements (word count, referencing and bibliography)
2. Explanation as to the difference between leadership and management
3. Explanation and evaluation of culture and values
4. Explanation and evaluation of different leadership styles
5. Explanation of the impact of leadership approaches on the culture within your organisation

In order to be awarded the credits for this assessment, you will need to achieve a minimum pass of 40%. A summary of the specific criteria that will be used to grade your work is shown in the table on the next page.

Grade type	Grade criteria	% band
Excellent pass	<ul style="list-style-type: none"> • Excellent structure of the essay including all required elements to a very high standard with little or no errors. • Excellent discussion as to the differences between leadership and management. • A very detailed and thorough explanation of the cultures and values within the organisation and a very comprehensive evaluation of them. • An excellent explanation of an organisations ethical and value-based approach to leadership. • Excellent explanation and evaluation of the differences between management and leadership and the different leadership styles containing at least four examples. • Excellent explanation with first-rate examples of the impact of leadership on the culture of the organisation. 	70%+
Very good pass	<ul style="list-style-type: none"> • Very good structure of the essay including all of the specified elements to a high standard with only a few minor errors. • Very good discussion as to the differences between leadership and management. • A detailed and in-depth explanation of the cultures and values within the organisation and a sound evaluation of them. • A very good explanation of an organisations ethical and value-based approach to leadership. Very good explanation and evaluation of the differences between management and leadership and the different leadership styles containing at least three different examples. • Very good explanation with high quality examples of the impact of leadership on the culture of the organisation. 	60%-69%
Good pass	<ul style="list-style-type: none"> • Good structure of the essay including most of the specified elements to a good standard, but with some minor errors. • Good discussion as to the differences between leadership and management. • A sound and accurate explanation of the cultures and values within the organisation and a good attempt at an evaluation of them. • A good explanation of an organisations ethical and value-based approach to leadership. • Good explanation and evaluation of the differences between management and leadership and the different leadership styles containing at least two different examples. • Good explanation with valid examples of the impact of leadership on the culture of the organisation. 	50%-59%

Pass	<ul style="list-style-type: none"> • Satisfactory structure of the essay but a failure to include some of the specified elements with a number of errors present. • Satisfactory discussion as to the differences between leadership and management. • An adequate but insubstantial explanation of the cultures and values within the organisation and only a limited attempt at an evaluation of them. • A weak explanation of an organisations ethical and value-based approach to leadership. • Weak evaluation of organisations own approach to diversity management supported with relevant examples. • An acceptable but weak explanation and evaluation of a single leadership style with some discussion of the differences between management and leadership • Satisfactory explanation with an attempt at describing some examples of the impact of leadership on the culture of the organisation. • 	40%-49%
Fail	<ul style="list-style-type: none"> • Poor structure of the essay with a failure to include most of the specified elements with errors present throughout. • Poor discussion as to very few differences between leadership and management. • An unsatisfactory attempt to explain the cultures and values within the organisation with little or no evidence of an evaluation of them. • No real explanation of an organisations ethical and value-based approach to leadership. • Little or no evidence of an explanation or evaluation of any leadership style or any differences between management and leadership. • A limited or poor explanation with no or a poor attempt at describing examples within the organisation. 	0%-39%

Assessment 2

- Assessment type:** Reflective review
Learning outcome: 1.2 (2) - Evaluate an organisation's approach to diversity management.
Overview: Reflective review exercise on diversity management
Marking scheme: Threshold (A pass must be achieved)

Task

You are required to complete a reflective review for this module that demonstrates your practice as a manager, reflecting on your practice and what you would do differently if you could have the same experience again. A template will be provided for this asking you to discuss an experience, reflect on this experience, learn from the experience and then plan and try out what you have learned. There is no formal word count for this task, but as a guide, 500 words in total would be appropriate.

1. Reflect on your practice as a manager or leader in relation to diversity management and how you have demonstrated this. You may wish to consider how you have supported your teams with support for the acceptance of respect for various racial, cultural, geographic, economic and political backgrounds.

Marking and grading

Your reflective review is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Presentation of your reflective review	<ul style="list-style-type: none"> ▪ Use of a clear structure ▪ Accurate spelling and grammar ▪ Visually appealing presentation
Summary of new learning	<ul style="list-style-type: none"> ▪ Personal account that is informed from reading/theory ▪ Accurately referenced
Reflective review content	<ul style="list-style-type: none"> ▪ Appropriate to module ▪ Your own personal experience ▪ Reflecting on situation and discussing it
Personal action plan	<ul style="list-style-type: none"> ▪ Clear structure ▪ Accurate spelling and grammar ▪ SMART objectives for personal action plan ▪ Review period for action plan ▪ Linked to ongoing personal development

Assessment 3

Assessment type: Portfolio evidence

Learning outcome: 1.2 (4) Recommend coaching and mentoring techniques that can be used to improve an individual's performance.

Overview: Gather evidence for your portfolio in order to show that you are able to understand and apply coaching and mentoring techniques to real activities within the workplace.

Marking scheme: Threshold (A pass must be achieved)

Task

You are required to complete portfolio tasks and collect evidence to demonstrate your knowledge and understanding of the subject area. Each of the individual tasks are detailed below.

1. Observation

Arrange for a formal observation to take place with your tutor. This will take place in your workplace and observe how you work with people and teams, observe you in your role at meetings, carrying out your daily work as a leader or manager.

The focus of the observation will be on how you deal with people issues such as development meetings, appraisals, and coaching and mentoring. Discuss during the observation discuss at least two examples of coaching and mentoring techniques that you have used in the workplace.

This observation will last for approximately one hour and will result in a written report being produced by your tutor.

Reflect on the observation and the leadership skills you have demonstrated to allow the team to work together to meet objectives

You will be asked to use this report in order to identify areas of improvement and personal development, which you will record in your degree apprenticeship individual learning plan.

Marking and grading

This element is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Working with people and teams	Demonstrate that you can apply a range of leadership styles to your normal work activities and that they are appropriate to the situation.
Coaching and mentoring	Demonstrate the use of coaching and mentoring techniques to help improve the performance of your colleagues.

2. Peer feedback

You are required to obtain feedback from your peers in relation to the coaching and mentoring techniques that you use and how effective they are. You may wish to consider how you work with them as individuals for personal development, delegation and performance management.

A sheet of questions and guidance will be provided and you should give this to a peer who should complete it, providing constructive feedback about you.

Following receipt of the feedback, you should analyse the responses then reflect on it. Finally, you will be required to draw up an action plan on how you intend to develop any areas that have been identified as learning opportunities.

Marking and grading

This element is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Peer feedback	Peer feedback carried out and given back to you
Peer feedback synopsis	Analysis of feedback from source in a structured and logical manner
Personal action plan	<ul style="list-style-type: none">• Clear structure• Accurate spelling and grammar• SMART objectives for personal action plan• Review period for action plan• Linked to ongoing personal development

Module reading list

Blanchard, K.H. and Muchnick, M. (2004) *The leadership pill: The missing ingredient in motivating people today*. New York: Pocket Books 2 October.

Boddy, D. (2014) *Management: An introduction, by David Boddy - with MyManagementLab*. 6th edn. Harlow: Pearson Education 6 January.

Cameron, S. and Price, D. (2009) *Business research methods: A practical approach*. London: Chartered Institute of Personnel and Development 1 November.

Harari, O. (2003) *The leadership secrets of Colin Powell*. New York: McGraw-Hill Companies, The 1 August.

Huczynski, A.A., Buchanan, D.A. and Cranfield (2013) *Organizational behaviour*. 8th edn. Harlow, United Kingdom: Pearson Education 25 July.

Kotter, J.P. (2014) *John P. Kotter on what leaders really do*. Boston, MA, United States: Harvard Business School Press 20 August.

Maxwell, J.C. (2002) *Leadership 101: What every leader needs to know*. Nashville, TN: Thomas Nelson Publishers 10 September.

McFarland, L.J. *et al.* (1997) *21st century leadership: Dialogues with 100 top leaders*. Los Angeles, CA: Login Publishers Consortium 1 December.

Peterson, D.B., Hicks, M.D. and Peterson, D. (1996) *The leader as coach: Strategies for coaching and developing others*. Minneapolis, MN: Personal Decisions International 31 December.

Pettinger, R. (2012) *Management: A concise introduction*. New York, NY: Palgrave Macmillan 19 September.

Redman, T. and Wilkinson, A. (2013) *Contemporary human resource management: Text and cases*. 4th edn. Harlow, United Kingdom: Pearson Education 16 May.