

## UNIT 01: LEADERSHIP AND PEOPLE MANAGEMENT

Unit Reference Number	H/616/2734
Unit Title	Leadership and People Management
Unit Level	
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	80 Hours
Number of Credits	20
Mandatory / Optional	Mandatory
Unit Grading Structure	Pass / Fail

### Unit Aims

The aim of this unit is to enable learners to understand theories of leadership and management and how to use leadership and management skills to improve motivation and performance. Learners will also analyse team dynamics and its importance in achieving organisational goals.

### Learning Outcomes and Assessment Criteria

Learning Outcome – The learner will:		Assessment Criterion – The learner can:	
1	Understand theories of leadership and people management.	1.1	Assess the skills and attributes needed for leadership.
		1.2	Evaluate the differences between leadership and management.
		1.3	Compare and contrast leadership styles for different management positions.
2	Be able to assess ways to improve motivation and performance by applying leadership skills.	2.1	Evaluate ways to motivate staff to achieve organisational objectives.
		2.2	Assess the link between motivational theories and reward.
		2.3	Assess the effectiveness of reward systems in different types of organisations.
		2.4	Evaluate the methods employers use to monitor employee engagement and performance.
3	Be able to plan and carry out assessment of individual work performance and development.	3.1	Analyse the factors involved in planning the monitoring and assessment of work performance.
		3.2	Plan and deliver the assessment of the development needs of individuals.
		3.3	Evaluate the success of the assessment process.
4	Be able to analyse team	4.1	Evaluate the benefits of team-working for an

	dynamics and its importance in achieving organisational goals.		organisation.
		4.2	Analyse ways in which managers can resolve conflicts within a team to achieve organisational goals.
		4.3	Review the effectiveness of the team dynamics in achieving specified goals.

## Indicative contents

Topic	Course Coverage
<b>Learning Outcomes 1 and 2</b> Leadership and Management  Leadership Theories	<ul style="list-style-type: none"> <li>Theories, models and styles of leadership and their application to different situations: impact of leadership styles; theories and practices of motivation e.g. Maslow, McGregor, Herzberg; influencing and persuading others; influence of cultural environment within the organisation; differences between leadership and management; leadership power bases; delegation; emotional intelligence.</li> </ul>
<b>Learning Outcomes 2 and 3</b> Motivation Theories, Monitoring and Performance Management	<ul style="list-style-type: none"> <li>Motivation: theories of motivation e.g. F Taylor, E Mayo, A Maslow, F Herzberg, D McGregor, D McClelland, V Vroom; Ouchi, relationship between motivation theories and reward; employee involvement techniques; devolved authority and responsibility; open communications; organisational culture (ethos, values, mission);</li> <li>Monitoring: probation; appraisal, feedback; performance indicators goal theory; SMART (specific, measurable, achievable, realistic, time-constrained) targets (sales, growth, financial, waiting times, pass rates, punctuality, attendance); benchmarking</li> <li>Reward management: job evaluation; factors determining pay, reward systems; pay; performance-related pay; pension schemes; profit sharing; flexible working; leave; health care</li> </ul>
<b>Learning Outcome 3</b> Planning and assessment of work performance	<ul style="list-style-type: none"> <li>Identifying development needs: learning styles and processes; planning, recording, monitoring and evaluating; group development processes and behaviour</li> <li>Planning, work orientation and job design: application of motivation theories and empowerment techniques; communication styles and techniques; delegation techniques and processes; supervision styles, working culture and practices</li> <li>Performance monitoring and assessment: measuring effective performance; providing feedback; appraisal processes; benchmarking performance processes; codes of practice and procedures relating to disciplinary situations; diversity issues; management principles;</li> </ul>
<b>Learning Outcomes 1 and 4</b>	<ul style="list-style-type: none"> <li>Team-working and development: flexible working</li> </ul>

Teams and Groups	practices; team formation e.g. Tuckman, structures and interactions e.g. Belbin's Team Role Theory, Adair's Action Centred Leadership model; benefits of team working; politics of working relationships; diversity issues; working cultures and practices; promotion of anti-discriminatory practices and behaviours; team building processes; conflict resolution; delegation and empowerment; coaching, support, mentoring; training, supervision, monitoring and evaluation
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## Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3500 words

## Indicative Reading list

Avery, G. (2004) *Understanding Leadership*. London: Sage

Bratton, J., Grint, K. and Nelson, D. L. (2005) *Organizational Leadership*. New York: Thomson South Western.

Brooks, I. (2009) *Organisational Behaviour: Individuals, Groups, and Organisations*. Harlow: FT Prentice Hall.

Buchanan, D. and Huczynski, A. (2010) *Organizational Behaviour: An Introductory Text*. 7th Edition. London: Prentice Hall

Daft, R. (2006) *The Leadership Experience*. New York: Thomson South Western. Gill,

R. (2006) *Theory and Practice of Leadership*. London: Sage.

Gold, J., Thorpe, R. and Mumford, A. (2010) *Leadership and Management Development*, 5<sup>th</sup> Edition. CIPD

Mabey, C. and Finch-Lees, T. (2008) *Management and Leadership Development*. London: Sage.

Mullins, L. (2010) *Management and Organisational Behaviour*. 9th Edition. London: Prentice Hall.

Northouse, P. G. (2007) *Leadership Theory and Practice*. London: Sage

Northouse, P. G. (2009) *Introduction to Leadership, Concepts and Practice*. London: Sage

Robbins, S. and Judge, T. (2009) *Organizational Behaviour*. New Jersey: Person PrenticeHall