

# Leading and Managing People

---

## Module Descriptor

Module Code: MAN7MLP

Version: 10.00

Status: Final

Date: 15/09/2022

# Summary Module Details

## Module details

**Module Title:** Leading and Managing People

**Module Leader:** Linda Juleff

**Module Mode:** Supported online learning

**Semester:** Autumn (UK)

**Level:** 7

**Credits:** 20

**Learning Hours:** 200

## Contact & Study Hours

**Directed Study Time:** 60hrs (30%)

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

**Assessment Study Time:** 70hrs (35%)

## Assessment Type

**Coursework:** 100%

**Computer Marked Assessment:** 0%

**Self-directed Research Project:** 0%

**Portfolio:** 0%

## Module summary

This module seeks to develop understanding and insight into what a manager is, and what they do; and to distinguish leadership from management. It requires students to interrogate issues and contexts relating to managing people, and how to get the best out of people, in an environment of constant change.

## Taken on which programmes

MBA Construction and Real Estate (C)

MSc Construction Management (E)

**Core (C) or Elective (E)**

# Module Aims

This module aims to examine:

- The way that organisations, and the people who comprise them, behave; the tasks that they perform; and the structures and methodologies that have evolved in attempts to understand and lead them.
- The different schools of thought on effective leadership and management; and the major strategies and approaches for the effective management of contemporary organisations and projects.
- Emerging research that influences dynamic managerial approaches to leading and managing.
- Analytical frameworks and paradigms for managing within the construction and real estate environments.

# Module Learning Outcomes

- LO1. Critically evaluate relevant knowledge about organisations and how they are managed and led.
- LO2. Critically analyse a range of complex situations, taking account of interconnectivity with other areas of the organisation and the importance of sustainability in the built environment.
- LO3. Critically appraise data and information for relevance and validity within different contexts.
- LO4. Critically synthesise information to address relevant leadership and management issues.

# Indicative Module Content

## Module topics

- **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**  
The importance of people, managing people and employment relationships.
- **Human Resource Management**  
Corporate strategy, research models and international comparisons.
- **Emotional Intelligence**  
Self-awareness, social awareness, self-management and relationship management.
- **Leadership**  
Leadership theories and models, alternative styles of leadership, types of leadership and leadership versus management. Leading sustainability.

## Leading and Managing People

- **Motivation**

Content theories, process theories and reinforcement.

- **Groups and Teams**

Stages of team development, the categories of group behaviour, the characteristics of effective teamwork and team roles.

- **Managing Performance**

The purpose of performance management, the performance management cycle, performance appraisal, types of appraisal interviews and 360-degree feedback.

- **Reward Management**

Aims and objectives of reward management schemes, designing a reward system, contingent pay systems and incentive systems and enhancing performance.

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 & LO3	<b>Assessment 1</b> Coursework	1,500	30%
LO1, LO2, LO3 & LO4	<b>Assessment 2</b> Coursework	3,500	70%

**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).

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

## Leading and Managing People

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 website and is updated regularly to ensure materials are relevant and current.