

Management and Leadership Theory and Practice

7.1 Module Overview									
Module Number		Module Title	Management and Leadership Theory and Practice						
Stage of Principal Programme			Award	Semester	1	Duration. (Weeks F/T)	12	ECTS	5
Mandatory / Elective (M/E)	M	Hours of Learner Effort / Week	2						
Analysis of required hours of learning effort									
Teaching and Learning Modalities						✓if relevant to this module	Approx. proportion of total (hours)		
Contact Hours									
In person face-to-face						✓	24		
Synchronous									
Indirect/Non-Contact Hours									
Asynchronous									
Work Based									
Other:									
<ul style="list-style-type: none"> Independent reading, engagement with VLE, research and preparation of assessments 						✓	101		
Total							125		

Pre-Requisite Module, if any. Module # and Title	N/A
Co-Requisite Module, if any. Module # and Title	N/A
Maximum number of learners per instance of the module	60
Specification of the qualifications (academic, pedagogical and professional/occupational) and experience required of staff working in this module.	
Role e.g., Tutor, Mentor, Lecturer, Research Supervisor, etc.	Qualifications & experience required
Lecturer	A minimum level 9 qualification in Social Science/Social Studies or closely cognate area
	Staff - Learner Ratio X:Y
	1:60

Assessment Techniques – percentage contribution			
Continuous Assessment	100%	Proctored Exam – in person	Practical Based Skills
Project		Proctored Exam - online	Work Based
Capstone (Y/N)?	N	If Yes, describe	

7.2 Minimum Intended Module Learning Outcomes (MIMLOs)	
MIMLO	Related MIPLO #
On completion of this module a learner will be able to:	
1. Explain and critically analyse the theories and concepts of leadership and management and their application in human service organisations.	5
2. Recognise and relate the complementary nature of management and leadership roles and functions in professional settings through a heightened understanding of organisational culture and behaviour.	4, 5
3. Critically assess their own management and leadership style and capacity.	5

4. Identify the key role Leadership and Motivation play in human service organisations with reference to the importance of staff development and retention.	2, 5
5. Develop their analytical skills by linking theoretical perspectives on leadership to contemporary social care or community work organisational situations.	3, 5
6. Assess the role of Culture, Change, Power and Conflict in the professional organisation and its impact on service delivery.	2, 5

7.3 Indicative Module Content, Organisation and Structure

This module develops knowledge of theory, practice and principles for effective organisational management and leadership. For new graduates, entering the professional workplace can be demanding at both a practice and organisational level. This module offers learners the opportunity to develop an understanding of how organisations work and how management and leadership impacts on the workplace.

The module aims to stimulate learners to reflect on a variety of leadership and management styles and theories, and to develop a reflective capacity towards their own leadership styles.

1. The evolution of Management Theory

- Classical Perspectives on management (Taylor, Weber, Fayol)
- Human Relations approach: (Hawthorne Experiment, Elton Mayo)
- Neo-human relations (McGregor, MCI, Maslow, Argris, Schein, Porter)

2. Organisational culture, context and structure – implications for service provision

- Systems Approach: (Inputs/Outputs; Closed/Open Systems /
- Strategic Planning, (developing a strategic plan)
- Modern Theories: Contingency, (Mintzberg, Theory U - Schraumer)

3. Leadership in organisations:

- Defining leadership: Trait, Styles, Situational Leadership, “Action-Centered Leadership”
- Transformational and Transactional approaches to Leadership
- Power and Authority
- Leadership and motivation.
- Innovative approaches to Management and Leadership in Social Care

4. HR in the social care organisation

- The Origins and History of HRM
- Recruitment
- Purpose, Objectives of Performance Appraisal, its key role in staff retention

7.4 Work-based learning and practice-placement (if applicable)

N/A

7.5 Specific module resources required (if applicable)

N/A

7.6 Application of programme teaching, learning and assessment strategies to this module

Module Teaching and Learning objectives - to:

- Promote deep learning through flipped classroom activities where learners are invited to bring examples from their experience of work and lead discussion on how theoretical models inform an understanding of lived practice experience.
- Support inclusive teaching by using paired and informal discussion activities throughout. This encourages the learner to become an active participant in their own learning.
- Provide opportunities for collaborative learning (pairs, group discussion, reflective statements on content, leadership style exercises)

Assessment strategy

An annotated bibliography enables the learner to explore the patterns and implications of management and organisational performance. It invites the learner to become research active and to develop a capacity to discern relevance and organise source texts.

Learners are offered the opportunity to examine their own experience of and tendency towards particular leadership styles through participation in LSQ's (Leadership Style Questionnaires).

7.7 Summative Assessment Strategy for this module

MIMLOs	Technique(s)	Weighting
1-2	Annotated Bibliography (part A)	50%
1-6	Annotated bibliography , (part B)	50%

7.8 Sample Assessment Materials

Supporting Management and Leadership in Social care - Annotated Bibliography: (Part A) Management and Leadership in Theory

Prepare an annotated bibliography based on a critical review of relevant published literature around one topic of your choice from the list below. Identify 10 key texts/citations that you find particularly useful in exploring your topic. Apply the CRAAP Test (CSU, 2004).

- **Currency:** the timeliness of the information
- **Relevance:** the importance of the information for your needs
- **Authority:** the source of the information
- **Accuracy:** the reliability, truthfulness, and correctness of the content
- **Purpose:** the reason the information exists

Assignment focus chose one

Topic 1- At the end of the day, management in professional organisations focuses on efficiency.

Topic 2 - We need a truly human management in professional organisations, one that makes room for our bodies and spirits alongside our intellect and skills.

(Part B) Management and Leadership in Practice

Take 5 of the sources above and use them to frame a reflection of your own experience of management and leadership in a social care. Key elements of this reflective assignment are:

- Context, setting and role – you may or may not have been in the management/leadership role, (please state if you were the one leading or being led)
- Identify links between the source used and your experience. Use quotes from the sources; use examples from practice.
- Identify three key issues being faced by the organisation, and present a response to one of these.
- Identify key learning points from your reflection on practice. What lessons do you take forward to future experience, in terms of knowledge, skills and behaviours?

Marking of assessments will be in line with the Marking Assessment Guidelines as outlined in Section 3.3 of the College's [Regulations in Relation to Assessment and Standards](#) unless otherwise indicated

7.9 Indicative reading lists and other information resources

Indicative Core Reading:

Avolio, B., Walumbwa, F., and Weber, T. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421-449.

Gomez-Mejia, Balkin & Cardy. (2016), *Managing Human Resources*, 8. Pearson, London Mullins, L. and Christy, G. (2016). *Management and Organisational Behaviour*, (11th edition). London: Pearson.

Northouse, P.G. (2022). *Leadership: Theory and Practice*, (9th edition). Thousand Oaks, CA: Sage.

Ruck, G. (2020) PSDP - *Resources and Tools: Being a social work leader*. UK: Dept of Education.

Tiernan, S and Morley, M.J. (2019) *Modern Management: Theory and Practice for Students in Ireland*. Dublin: IPA.

Social Care Wales (2016) *First steps in management A resource to support your development as a new social care manager* <https://socialcare.wales/cms-assets/documents/First-steps-in-management.pdf>

Social Care Wales (2016) First steps in management A resource to support your development as a new social care manager <https://socialcare.wales/cms-assets/documents/First-steps-in-management.pdf>

Indicative Other Resources:

Theory U <https://www.u-school.org/theory-u>

SCIE Leadership and Management in Social Care

<https://www.scie.org.uk/workforce/Peoplemanagement/leadership/leadmanage/>

Terri Salt. (2022), *Effective Leadership in Health and Social Care*, Pavilion Publishing and Media Limited.

Carbery, C & Cross, C. (2018), *Human Resource Management*, Bloomsbury Publishing