

## MANAGEMENT CONCEPTS AND PRACTICE

Unit Reference Number	L/617/3288
Unit Title	Management Concepts and Practice
Unit Level	4
Number of Credits	20
Total Qualification Time	200
Mandatory / Optional	Mandatory
SSAs	15.1 Accounting and Finance
Unit Grading Structure	Pass

### Unit Aims

The aims of the unit are to provide learners with a thorough grounding in theories of leadership and management, and specifically the dynamics of motivation and team work as applied to teams and organisations.

### Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand theories of leadership and management.	1.1 Differentiate between leadership and management. 1.2 Explain concepts of management and leadership. 1.3 Compare leadership styles for different management roles.
2. Understand motivation in theory and practice.	2.1 Explain key motivational theories and reward systems. 2.2 Analyse the effectiveness of reward systems in different organisations. 2.3 Evaluate employee engagement and performance management in a specific business organisation.
3. Understand team working in organisations.	3.1 Explain key team working theories. 3.2 Assess the effectiveness of team-working to achieve organisational objectives. 3.3 Evaluate approaches to resolving conflict within a team.

### Indicative content

#### Learning Outcome 1

**Difference between leadership and management:** leaders inspirational, not necessarily managers, challenge the status quo; managers manage employees, motivate and monitor employees and manage operational tasks and activities; individuals can be leaders and managers.

#### **Concepts of leadership and management:**

- Trait theories
- Process theories
- Contingency models

- Task vs relationship
- Integrated leader-manager,
- Classical management theories
- Human relations theories
- Neo human relations theories
- System theories

### **Leadership styles:**

- Transformational leadership
- Transactional leadership
- Servant leadership
- Autocratic leadership
- Laissez-faire leadership
- Democratic leadership
- Bureaucratic leadership
- Charismatic leadership
- Situational leadership

### **Learning Outcome 2**

**Theories of motivation:** F Taylor, E Mayo, A Maslow, F Herzberg, D McGregor, D McClelland, V Vroom.

**Reward systems:** job evaluation; factors determining pay; performance-related pay; pension schemes; profit sharing; employee share options.

**Effectiveness of reward systems:** relationship between motivation theories and reward; impact of organisational culture and structure on success of reward systems.

**Employee engagement:** employee involvement techniques; membership of work groups board, works councils, quality circles, intra-organisational groups (transnational, national, site specific); devolved authority and responsibility; open communications.

### **Learning Outcome 3**

**Team working theories:** Tuckman stages of team development; Belbin team roles.

**Assessing effectiveness:** look at leadership, working relations, communication, adaptability, diversity.

**Conflict resolution:** cause of conflicts (e.g. different working styles, personal differences, resource conflicts etc.); steps to resolution (define problem, gather information and determine root cause, identify potential solutions, evaluate solutions, select and implement best option); strategies (avoiding, accommodating, collaborating, compromising, competing).

## **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.

<b>Learning Outcomes to be met</b>	<b>Assessment criteria to be covered</b>	<b>Type of assessment</b>	<b>Summary of quantity/quality</b>
LO 1 - 3	All ACs under LO 1-3	Coursework	2500 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.

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.

Storey, J. (2004) *Leadership in Organisations; Current Issues and Key Trends*. London: Routledge. Times/Prentice Hall.