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| **UNIT SPECIFICATION**  |
| **Unit title** **Leading and Managing Teams** |
| **Level** | Level 7 | Credit value  |  20 (10 ECTS) |
| **Is this a common unit?**  | No  | **Expected contact hours for unit** | 18 |
| **Pre and co-requisites**None |
| AimsThe unit aims to provide an opportunity for them to: * Develop a systematic understanding of relevant literature including a critical awareness of current issues and recent research related to leading a team.
* Develop the practical skills needed to manage a team.
* Explore a range of team management and leadership models, delegation, motivation, the role of the leader as a coach and mentor.
* To develop skills for giving and gaining feedback and dealing with conflict.
* To develop skills and knowledge which will support them to be effective within their role.
* To critically reflect on how they can contribute to the development and maintenance of an effective learning culture within their organisation.
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| **Intended learning outcomes (ILOs)**Having completed this unit the student is expected to:1. Demonstrate a systematic understanding and critical awareness of a body of knowledge on the leadership and management of teams.
2. Critically evaluate of the impact of the learning on yourself as a team leader/manager.
3. Demonstrate application of new knowledge/skills in identifying and solving problems at a professional level.
4. Critically reflect on and evaluate any change/improvement in your professional practice related to managing and leading a team.
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| **Learning and teaching methods**The taught component uses a variety of methods building on students’ professional experience, skills and knowledge. Learning and teaching methods include lectures, discussion groups, reflection on practice and guided independent study. Unit guides and specific reading materials will be designed to enable students to continue in the professional development of their existing knowledge base and maximise opportunities to advance their professional practice. Core text, and encouragement to read widely, will also provide foundation knowledge for students to analyse and advance their professional practice. Bournemouth University’s online learning resources will be used for student learning and support. Teaching for this unit will take place online, physically or in a hybrid mode, depending on the requirements of the purchasing employer. |
| **Assessment**  |
| **Formative assessment/feedback** Oral formative feedback on students’ thinking so far /plans for the assignment will be provided in small group tutorials and written feedback on a submission of 500 words on request Students with individual/ additional needs will be encouraged to contact the unit lead via e-mail to arrange a 1 to1 meeting. |
| **Summative assessment**ILOs 1-4 will be assessed by 100% coursework  | **Indicative assessment**Coursework equivalent to 3,000 words. Students will be expected to engage in a 360 feedback activity as part of the assessment process,   |
| **Indicative unit content*** Leadership models
* Emotional Intelligence
* Leading and Managing Teams - models
* Team development
* Challenging Conversations and giving feedback
* Team cultures and motivation
* Coaching and development
* Personal development: getting feedback
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| **Indicative learning resources**Ainsworth, E.R. (2016) 360° feedback: a transformational approach. St Albans: Panoma Press. Aquino, J.F. et al. (2022) ‘A step-by-step guide for mentors to facilitate team building and communication in virtual teams’, Medical Education Online, 27(1). Available at: <https://doi.org/10.1080/10872981.2022.2094529>.Arnold, J. (2016) Coaching skills for leaders in the workplace. Second edition. London: Robinson. Borrego, E.A. and Johnson, R.G. (no date) Cultural competence for public managers: managing diversity in today’s world. Boca Raton, FL: CRC Press. Caldwell, C. and Anderson, V.A. (2021) Emotional intelligence and the leader’s role. New York: Nova Science Publishers. Lencioni, P. (2002) The five dysfunctions of a team: a leadership fable. First edition. San Francisco, CA: Jossey-Bass, a Wiley imprint.Norlin, L.-M. (2020) The courage to lead through values: how management by values supports transformational leadership, culture, and success. New York: Productivity Press.Rea, P.J., Stoller, J.K. and Kolp, A. (2023) Better humans, better performance: driving leadership, teamwork, and culture with intentionality. New York: McGraw Hill.Schein, E.H. and Schein, P.A. (2023) Humble leadership, second edition: the power of relationships, openness, and trust. Second Edition. Oakland, CA: Berrett-KoehlerPublishers. |
| **Unit number** |  | **Version number** | 1.0 | **Date effective from** | Jan 2024 |