Pre-MBA Session: Leading and Managing People

Module Leader

Professor Peter Hamilton

Module Aims

- To develop students' understanding of the nature of organization behaviour (including leadership) and human resource management.

- To develop a critical understanding of a range of contemporary organization behaviour (including leadership) and human resource management concepts, theories and techniques.

- To appreciate how organization behaviour and human resource management concepts, theories and techniques can be applied in organizational settings.

Teaching

- Student-centric

- Variety of activities for each week of scheduled study

- Examples: various readings, short videos, short exercises, case studies, self-assessment exercises, peer-to-peer learning within tutor-facilitated discussion

Module Learn Ultra Site

Start here - Module information

👁 Visible to students

This section will provide an overview of the module, introduce the staff and provide further help and guidance.

Assessment

👁 Visible to students

Assessment information,discussion and submission points

Webinars

👁 Visible to students

Guidance and links to live sessions

Learn Ultra Online Site – Study Weeks 1-5

Week 1 - Leadership perspectives

⌀ Hidden from students

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Week 2 -Power, politics, influence and conflict

⌀ Hidden from students

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Week 3 - Leading and managing organizational transformations

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Week 4 - Leadership capabilities

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Week 5 - Reflection/consolidation

👁 Visible to students

This week has been kept purposefully clear to allow you to reflect on what you have learnt in the first half of this module and make notes and/or carry out further research to help consolidate your understanding.

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Learn Ultra Online Site – Study Weeks 6-9

Week 6 - Organizational communication

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Week 7 -Organizational culture

⊘ Hidden from students

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Week 8 - The HRM Cycle - part one

⊘ Hidden from students

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Week 9 - The HRM Cycle - part two

⊘ Hidden from students

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Week 6 - Organizational communication
👁 Visible to students ▾ ⋯ ⌃

Welcome to Week 6
👁 Visible to students ▾ ⋯

6.1 An overview of organizational communication
👁 Visible to students ▾ ⋯

6.2 What makes a good communicator
👥 2 groups
👁 Visible to students ▾

Time: 90-120 minutes We have all at various times met or heard individuals whom we considered 'good communicators'. We might have wished we could talk like them. We might have wondered what was the essence of why they were able to communicate as ...

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6.3 Communication - getting it wrong and right
👁 Visible to students ▾ ⋯

6.4 Understanding the communication process
👥 2 groups
👁 Visible to students ▾

Time: 40-60 minutes As the management academic Stewart Clegg has written: "Organizations are first and foremost communicating entities; they are composed of people who are able to speak to each other and who want to speak to others. They have ...

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6.5 The abstraction ladder
👁 Visible to students ▾ ⋯

6.6 Distinguishing facts from inference
👁 Visible to students ▾ ⋯

6.7 Barriers to effective communication

👥 [2 groups](#)

👁 Visible to students ▾

Time: 60-90 minutes The table below shows some of the many barriers that can impede effective communication: Examples of Noise or Communication Barrier Interpersonal Organizational Inter-cultural Perceptions Status Ambiguity Defensiveness ...

6.8 Using non-verbal communication

👁 Visible to students ▾

6.9 Reflection on how you communicate

👁 Visible to students ▾

6.10 What is rhetoric?

👁 Visible to students ▾

6.11 The three rhetorical appeals

👁 Visible to students ▾

6.12 Doing Rhetorical Analysis

👁 Visible to students ▾

6.13 Reflection: your use of rhetoric

👁 Visible to students ▾

Assessment

- Formative assignment
  - Short case analysis (max 750 words)

- Summative assignment
  - Case analysis
  - Word count = max 3,000 words
  - Submitted approximately 4 weeks after module ends

Tutor Support

- All students allocated a tutor

- Approx. 25-30 students in a tutor group

- Tutor is first point of contact

- Tutor manages discussion board

- Provides feedback on various activities

- First marker of your assignments

- Weekly consultation hour

Any Questions?