



Title:	Management and Leadership APPROVED
Long Title:	Management and Leadership
Module Code:	CHEM8014
Duration:	1 Semester
Credits:	5
NFQ Level:	Advanced
Field of Study:	Chemistry
Valid From:	Semester 1 - 2020/21 (September 2020)
Module Delivered in	3 programme(s)
Next Review Date:	September 2024
Module Coordinator:	Donagh OMahony
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Module Description:	This module aims to provide students with a detailed understanding and application of the management and leadership theories and to equip learners with a range of skills to work effectively as leaders of work-based teams through developing their personal management and leadership styles based on a number of case-studies including validation and regulatory based case studies from programme modules: Validation of Quality Systems, Regulatory Affairs & Auditing, Quality Systems, LIMS & SQC, Data Analytical & Chemometrics. The module will provide learners with opportunities to identify best-practice approaches for managing change and developing their skills for communicating within cross-functional teams.
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
LO1	Analyse current leadership and management theories.
LO2	Discuss effective communication processes and conflict resolution strategies.
LO3	Critically assess a range of models and frameworks for coaching and mentoring.
LO4	Explore the critical contribution of the team leader as a route to competitive excellence within a high-performance working environment.
LO5	Engage in reflective writing as a leadership development process.
Pre-requisite learning	
Module Recommendations	
<i>This is prior learning (or a practical skill) that is strongly recommended before enrolment in this module. You may enrol in this module if you have not acquired the recommended learning but you will have considerable difficulty in passing (i.e. achieving the learning outcomes of) the module. While the prior learning is expressed as named CIT module(s) it also allows for learning (in another module or modules) which is equivalent to the learning specified in the named module(s).</i>	
Incompatible Modules	
<i>These are modules which have learning outcomes that are too similar to the learning outcomes of this module. You may not earn additional credit for the same learning and therefore you may not enrol in this module if you have successfully completed any modules in the incompatible list.</i>	
No incompatible modules listed	
Co-requisite Modules	
No Co-requisite modules listed	
Requirements	
<i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed. You may not enrol on this module if you have not acquired the learning specified in this section.</i>	

No requirements listed

Module Content & Assessment

Indicative Content

Leadership and Management

The difference between leadership and management principles. Effective leadership. Leading a team. Leadership styles. Leadership and coaching. Management and leadership. Leadership and management in the regulatory scientific environment.

Effective Communications and Conflict Resolution

The principles of effective communication. Mastering the art of effective communications. Assertiveness and communications. Listening skills. Barriers to effective communications. The channels of communications. Flow charting communication channels within scientific disciplines. Conflict resolution theory and strategies.

Emotional Intelligence

The role of emotional intelligence and the leadership role, how emotional intelligence (EQ) effects behaviour, the relevance of emotional intelligence in the workplace.

Developing High-Performing Teams

Manager or team leader as key determinant in team performance and culture, team development strategies, team dynamics, team development models, managing dysfunctional teams, managing norms and culture, setting deliverables and reaching milestones.

Coaching and Mentoring

Mentoring vs coaching, coaching vs directing, coaching models, coaching for performance improvement, instilling behaviours, role-play and scenario based interaction, dealing with conflict, negotiation strategies and skills development.

Self awareness and Reflection

Taking time to reflect on your behaviour and interactions in the workplace. Developing a growth mindset. Developing social networks.

Assessment Breakdown

%

Course Work

100.00%

Course Work

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Reflective Journal	Independent reflective journals during the module. Round-table discussion on key concepts. Student career introductory presentation and skills development during the semester.	1,2,3,4,5	20.0	Every Second Week
Project	Project plan and supporting flow-diagram and Gantt chart for the Triad group project	1,2,3,4	10.0	Week 3
Project	Interim Report (Draft referenced text, tables and figures) for the Triad group project	1,2,3,4	20.0	Week 7
Project	Triad group project, the preparation of a book chapter, a report or a review at peer-review publication standard of key concepts related to effective leadership, managing change, decision making, problem solving, effective communication and conflict resolution. Students are required to evaluate some of the core concepts in the module. The students will explain how the concepts will influence their leadership and management in practice. This project should consider and include knowledge gained from programme modules: Validation of Quality Systems, Regulatory Affairs & Auditing, Quality Systems, LIMS & SQC, Data Analytical & Chemometrics.	1,2,3,4	30.0	Week 11
Presentation	Individual and group multi-media powerpoint presentation of key concepts related to effective leadership, managing change, decision making, problem solving and conflict resolution. Students are required to evaluate some of the core concepts in the module. The students will explain how the concepts will influence their leadership and management in practice.	1,2,3,4,5	20.0	Week 12

No End of Module Formal Examination

Reassessment Requirement
Coursework Only <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>

The institute reserves the right to alter the nature and timings of assessment

Module Workload

Workload: Full Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Lectures and facilitated workshops	1.0	Every Week	1.00
Lecturer-Supervised Learning (Contact)	Application of Theory and principles, teamwork problem solving	1.0	Every Week	1.00
Independent & Directed Learning (Non-contact)	Independent, direct and self-directed study	5.0	Every Week	5.00
Total Hours				7.00
Total Weekly Learner Workload				7.00
Total Weekly Contact Hours				2.00

Workload: Part Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Lectures and facilitated workshops	1.0	Every Week	1.00
Lecturer-Supervised Learning (Contact)	Application of Theory and principles, teamwork problem solving	1.0	Every Week	1.00
Independent & Directed Learning (Non-contact)	Independent, direct and self-directed study	5.0	Every Week	5.00
Total Hours				7.00
Total Weekly Learner Workload				7.00
Total Weekly Contact Hours				2.00

Module Resources

Recommended Book Resources

- O'Connell, T. S. and Dymont, J. E. 2013, *Theory into Practice: Unlocking and power and potential of reflective journals*, 1st Ed., Information AGE Publishing Inc., Charlotte, NC, USA [ISBN: 9781623961503]
- Hayes, J. 2014, *The Theory and Practice of Change Management*, 4th Ed., Palgrave, UK [ISBN: 9781137275349]
- Whetten, D., Cameron, K. 2016, *Developing Management Skills*, 9th Ed., Pearson New Jersey, USA [ISBN: 9780133127478]
- Whitmore, J. 2017, *Coaching for Performance The Principles and Practice of Coaching and Leadership* 5th Ed., Nicolas Brealey Publishing, London, UK [ISBN: 1475658128]
- Yukl, G. 2018, *Leadership in organizations*, 8th Ed., Pearson Education Limited, Harlow, UK [ISBN: 9780273765660]

Supplementary Book Resources

- Kouzes, J., Posner, B. 2010, *The Truth about Leadership: The No-fads, Heart-of-the-Matter Facts You Need to Know*, 1st Ed., Wiley, New York, USA [ISBN: 9780470633540]
- Drucker, P. 2004, *What makes an effective Leader*, Harvard Business Review: CA, <https://hbr.org/2004/06/what-makes-an-effective-executive>

This module does not have any article/paper resources

This module does not have any other resources

Module Delivered in

Programme Code	Programme	Semester	Delivery
CR_SQSDA_8	<u>Higher Diploma in Science in Quality Systems Validation with Data Analytics</u>	1	Mandatory
CR_SASIV_9	<u>MSc in Analytical Sciences with Instrument Validation</u>	1	Mandatory
CR_SANIV_9	<u>Postgraduate Diploma in Analytical Sciences with Instrument Validation</u>	1	Mandatory