

About the Course

This course covers a range of topics related to leadership in organisations, and takes a sequential approach. From identifying the needs of an organisation, building and developing teams through to the skills change management and enhancing performance, the course aims to instil in participants an understanding of how a successful and productive environment can be created and sustained long-term. The course is designed to be thought-provoking and relevant to current contexts, and makes ample use of case studies and real-life examples.

Learning Outcomes

By the end of the course, learners will be able to:

- Demonstrate use of models and approaches to describing organisations
- Show clear understanding of people management and planning issues in relation to organisational performance
- Anticipate consequences of management decisions and approaches
- Demonstrate reflection on own experience, practice and planned professional development as a result of this course

Course Structure Options

- **Live Online:**
 - **Part-time (morning):** One morning per week, 9:30am to 1:00pm, 12 weeks
 - **Part-time (evening):** One evening per week, 6:30pm to 9:30pm, 12 weeks
 - **Full-time/Bootcamp:** Monday to Friday, 9:00am to 4:00pm, 5 days
- **On Demand:** Approx. 36 hours of pre-recorded course material, study at your own time/pace
- **On Campus (UCD Belfield):** One evening per week, 6:30pm to 9:30pm, 12 weeks

Course Breakdown

Module	Overview	Topics/Area Covered
1. Organisations	Look at the characteristics of organisations and stages of organisational development. You will discuss the environmental complexity of organisations. Understand the structure of your organisation and your place within it.	<ul style="list-style-type: none"> ● Why organisations form ● Why they deliver
2. Getting The Right People	Learn about resources for people planning and how to attract the right applicants with proven recruiting methods. Learn to understand competencies and identify the best competencies to fit your company culture.	<ul style="list-style-type: none"> ● What is competence? ● Getting the right person

3. Change	Organisations are constantly changing and evolving. Dive into how change affects an organisation and how to survive it. You will look at reasons to introduce change and the major models of change management to lead your team or organisation through it successfully.	<ul style="list-style-type: none"> ● Why change? ● How to survive change
4. Management & Leadership	Explore the different styles of leaders and managers. Learn about the 'big three' leadership attributes as defined by Benjamin Biermeier-Hanson. Learn about emotional intelligence, and how to build strong working relationships to achieve mutual goals.	<ul style="list-style-type: none"> ● What is the difference? ● Why Leadership works
5. Coaching & Mentoring As Managers	Discover the eight competencies of coaching and the GROW model of mentoring. Understand organisational behaviour and positive reinforcement and discover how to make your objectives SMART.	<ul style="list-style-type: none"> ● Models of coaching ● Coaching vs. mentoring
6. Teamwork & The Management of Teams	Look at the attributes of effective team reinforcement and Hackman's team coaching model. Uncover causes of dysfunction within teams and how to address them with empathy.	<ul style="list-style-type: none"> ● Teams are not work groups ● Management of teams
7. Getting The Best From Your People	Learn about defining and planning for effective performance, setting realistic expectations, and building in quantitative and qualitative feedback. Discover strategies to build employee capability.	<ul style="list-style-type: none"> ● Managing performance ● Setting goals ● Enhancing performance
8. Networking	Discuss the political skills of social awareness, networking, interpersonal influence, and sincerity. Learn about influencing styles and the characteristics of effective influencers. Work on direct and indirect communication.	<ul style="list-style-type: none"> ● Who is your network? ● Why network? ● How to go about it
9. Developing Others	Learn to recognise and manage the talents of others, including setting up development interventions. Understand how motivation works with Maslow's hierarchy of needs.	<ul style="list-style-type: none"> ● Development plans ● HiPo identifications
10. Difficult Conversations	Master the art of difficult conversations, defining reality vs. individual viewpoints. Discover how to understand and influence professional attitudes and learn about the DESK model of intervention.	<ul style="list-style-type: none"> ● Why they are stressful ● Rules for having difficult conversation ● How to go about it
11. Business Continuity Planning	Discover the six aspects of planning for business continuity and learn how to step up into a leadership role. Explore behavioural leadership and how to be an authentic leader.	<ul style="list-style-type: none"> ● Succession in family business ● Succession in organisations ● Being part of the plan

12. Career Planning	Discover the ‘five most important questions’ that Drucker suggested managers ask. Learn about SWOT analysis and the skills of self-management and planning for your future.	<ul style="list-style-type: none"> ● 5-year plans ● Choosing a pathway ● Acting on the plan
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Course Assessment

Assessed Component	Weighting	Deadline
Action Learning Log	40%	Week 12
Written Assignment (approx. 3000 words)	60%	2 weeks after course completion

**On Demand learners can submit both assignments any time during the course or latest by the end of the course.

The Action Learning Log will demonstrate the continuity of reflection throughout the course, by completing a separate AL Log worksheet for each of the main topics (average 250 words per worksheet). The full set of worksheets will be combined into an Action Learning Log, which will be submitted at the end of the course for grading.

The Written Assignment should be completed at the conclusion of the course, once all sessions have been completed. The goal of the assignment is to demonstrate how learners are thinking about putting course concepts, models, tools and practices in their own context to demonstrate the course learning outcomes.