

A group of approximately 25 students and one instructor are posed in a snowy field. They are wearing various winter jackets in shades of red, blue, and green, and many are wearing hard hats in yellow, blue, and white. The background is a bright, overcast sky. The text is overlaid on the center of the image.

Teamwork & Leadership Module for MEng Students

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- **Module outline**
- **Study of theories**
- **Outdoor Management Course**
- **Assessment**
- **Benefits**



Need

Introduction to management of human resources

- prior to further modules requiring teamwork in 3rd and 4th academic years
- prior to graduation in junior management role



Approach



Student-centred and practical

- small group investigations of theories
- feedback to other groups
- 4 day outdoor management course
- personal reflective report

rather than

- lectures / tutorials / examination

Theory - need

Acquiring essential knowledge to enable students to approach the Outdoor Management Course (OMC) as a "leadership" course and not simply as an "activity" course

Theory - structure

- students work in groups of 4
- 6 weeks to research topics
- briefing in week 1 (1 hour)
- progress meetings with staff in week 4 (15 mins/group)
- submit handouts in week 7
- give presentations in week 8

Theory - content

- **Individuals and Teams**

- the task, the team and the individual
- roles of team members
- team effectiveness
- team behaviour
- successful teams

- **Leadership Styles and Skills**

- qualities of a leader
- leadership as an activity
- definition of leadership
- leadership functions
- leadership styles

- **Motivation and Demotivation**

- theories of motivation
- behavioural theories
- the need for motivation
- the process of demotivation

OMC

The background image shows a dimly lit cave with rough, textured rock walls. Several people are visible, wearing blue jackets and headlamps. One person in the foreground is wearing a white headlamp and a blue jacket, looking down. Another person in the background is wearing a green headlamp and a blue jacket, looking towards the camera. The overall atmosphere is dark and adventurous.

- 4 days duration
- use professional company
- all activities controlled by company staff
- university staff act as visiting trainers
- students work in groups of 10 but brought together or sub-divided as needs of exercises demand
- individual reflective report
- before and after questionnaires

OMC - learning outcomes

- learn how to balance the needs of the task, the team and the individual
- experience different leadership styles and skills
- identify the factors that contribute to individual and team motivation
- deal with situations where no previous expertise
- learn how to be critical observers
- gain self-confidence through personal challenge
- learn more about themselves through self evaluation
- learn how to give and receive feedback

OMC - activities

- team building exercises
- technical skills
- design & build exercises
- major exercise
- personal challenges
- personal feedback
- action plans



Assessment

A background image showing a person in a blue jacket and green helmet climbing a wooden structure with ropes and pulleys, possibly a ropes course or a tree-climbing activity. The scene is outdoors with trees and a clear sky.

Theory

- staff assessment of handouts
- staff and peer-group assessment of presentations
- peer assessment of effective contribution within groups
- staff assessment of reports

OMC

- commitment to the course
- individual reflective report

Benefits 1

- Different learning styles
 - group-centred
 - group sharing
 - practical experience
 - personal feedback
 - small group
 - large group
 - group rotation
- Different assessments
 - short group handout
 - oral group presentation
 - observed behaviour
 - long individual report
 - staff
 - peer inter-group
 - peer intra-group

Benefits 2

The background of the slide features a soft-focus photograph of a beach at sunset. The sky is filled with warm, golden light from the setting sun, creating a hazy, atmospheric effect. In the foreground, the silhouettes of several people are visible against the bright light. One person stands prominently in the center, holding a long pole or flag that extends upwards. To their right, another person is seen in profile, looking towards the horizon. The overall mood is one of inspiration and achievement.

From questionnaires

- Students gain most from
 - encouragement of others
 - leadership ability
 - teamworking
- Students reassess their own abilities in other skills
- 90%+ consider the OMC value for money
- 90%+ consider module and OMC relevant to work in the construction industry
- 80%+ think LOs could not be achieved in normal teaching environment