



Course Syllabus

Course Code	Course Title	ECTS Credits
HRM-430	Coaching and Mentoring	6
Prerequisites	Department	Semester
None	Management & MIS	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Elective	Business Administration	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Business Administration Faculty	3 rd or 4 th
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Collection and analysis of data for the purpose of resolving issues directly related to coaching and mentoring.
- Development of intrapersonal and interpersonal skills.
- Confidence when interacting with others in a number of organizational settings.
- Communication, both orally and in writing.
- Problem – Solving.
- Effective use resources in order to ‘learn how to learn’.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. **Describe, discuss, and evaluate** selected theories, concepts and frameworks of facilitation, coaching and mentoring and **relate** their importance to leadership and managerial effectiveness, at the individual, group (team), and organizational level.
2. **Use** multiple theories, concepts and frameworks of facilitation, coaching and mentoring, **explain** effective leadership and managerial behavior and then **formulate** leader plans to apply these theories, concepts and frameworks to enhance individual, group (team), and organizational outcomes.

3. **Develop** an appreciation of cultural diversity with continuous consideration of the implications of theory and practice in relation to differences in nationality, culture, race, ethnicity, gender, and socio-economic status.
4. **Understand** and **develop** a measure of self-awareness in order to provide the foundation to understand the behavior of others and ultimately to apply effective leadership behavior.
5. **Pursue** continued development in the areas of facilitation, coaching and mentoring. To inspire, this course aims to demonstrate the value of the concepts in enhancing your ability to be an effective leader and a manager as a student, and more important, as a leader and manager in your career.
6. **Open** intellectual, personal, and social development in terms of thinking, feeling, and acting creatively.
7. **Think critically** in order to guarantee against delusion, deception, superstition, and misapprehension of themselves, and their earthly circumstances.

Course Content:

After completion of the course students are expected to be able to:

1. Setting the Context and Understanding the Basics.
2. Communication Skills I: Relationships & Communication – The Heart and Soul of Effective Facilitation, Coaching and Mentoring.
3. Feedback: An Essential Competency.
4. Facilitation: Model, Role, Tasks, Group Dynamics & Challenges.
5. Coaching: Process, Philosophy, Ethics, Skills.
6. Communication Skills II: The Thinking Behind Communication, Difficult Conversations.
7. Mentoring.
8. Integration and Synthesis.

Learning Activities and Teaching Methods:

Lectures, Case Studies Analysis and Discussion, Academic/Industry Journals Paper Discussions, In-Class Exercises, and Presentations.

Assessment Methods:

Class activities, Role-Play, Homework, Project, Mid-Term, Final Examination

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Coaching and Mentoring at Work: Developing Effective Practice, 3 rd Ed.	Connor, M. P. & Pokora, J. B.	Open University Press	2017	978-0335226924

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Leadership Coaching	Lee, G.	CIPD	2003	978-0852929964
Everyone Needs a Mentor, 5 th Ed.	Clutterbuck, D.	CIPD	2014	978-1843983668