

University of Nicosia, Cyprus

Course Code HRM-430	Course Title Coaching and Mentoring	Credits (ECTS) 6
Department Management and MIS	Semester Fall, Spring	Prerequisites Junior
Type of Course Elective	Field Management	Language of Instruction English
Level of Course 1 st Cycle	Year of Study 3/4	Lecturer
Mode of Delivery Face-to-face	Work Placement N/A	Co-requisites N/A

Objectives of the Course:

The main objectives of the course are to facilitate:

- **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 should 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 behaviour;
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:

- Setting the Context and Understanding the Basics;
- Communication Skills I: Relationships & Communication – The Heart and Soul of Effective Facilitation, Coaching and Mentoring;
- Feedback: An Essential Competency;
- Facilitation: Model, Role, Tasks, Group Dynamics & Challenges;
- Coaching: Process, Philosophy, Ethics, Skills;
- Communication Skills II: The Thinking Behind Communication, Difficult Conversations;
- Mentoring;
- Integration and Synthesis

Learning 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, and Final Exam.

Required Textbook/Reading:

Authors	Title	Publisher	Year	ISBN
Connor, M. P. & Pokora, J. B.	Coaching and Mentoring at Work : Developing Effective Practice	McGraw-Hill	2007	139780335221769

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Lee, G.	Leadership Coaching	CIPD	2003	139780852929964
Clutterbuck, D.	Everyone Needs a Mentor	CIPD	2004	139781843980544