Strand 3 Chapter 13 Leading and managing an organisation (1.5 weeks)

Learning Outcomes

13.1 Distinguish between leadership and management in organisations.

13.2 Analyse the significance of organisational culture and innovation in successful organisations.

13.3 Outline how leadership styles foster organisational culture and organisational innovation.

13.4 Appreciate the range of reasons for conflict in the workplace and demonstrate an understanding of how conflict may impact on the workplace.

13.5 Analyse how both employees and employers may deal with conflict internally.

13.6 Outline different external approaches to conflict resolution.

Chapter Overview and Introduction

From the Specification (Pg of NCCA Doc):

"This strand explores both leading and managing in business and students develop an understanding of how leadership and management impact on the successful development of an organisation, while also recognising the significance of ethical and cultural considerations in increasingly diverse workplaces.

The significance of organisational culture is also considered in this strand…

A lack of effective communication can be a contributing factor to conflict in the workplace and students have an opportunity to consider the causes of conflict, while also exploring how best to address such conflict.

…will appreciate the key role played by effective leaders and managers in the dynamic world of business."

Chapter starts on page 229

Hook for the chapter – content in chapter PowerPoint to go with each

Worksheet here on Duolingo -> https://backinbusinesshub.com/wp-content/uploads/2025/10/Starter-worksheet-Chapter-13.pdf

Teacher sheet -> https://backinbusinesshub.com/wp-content/uploads/2025/10/Starter-worksheet-Chapter-13-teacher.pdf

Youtube link -> https://www.youtube.com/watch?v=dY14LfRn4Vc

YouTube gives background on Duolingo with the CEO, then also has text on worksheet around how he went from manager to leader, and Organisational Culture & Innovation, as well as AI / use of tech and impact on workforce.

Primer Questions

Facilitate a *Think–Pair–Share* to draw out answers on mini-whiteboards / in groups

1. Do you think there is a difference between leading and managing people?

Prompts:

- What does a *leader* do that a *manager* might not?
- Can someone be good at one but not the other?
- Think of examples from school, sport, or part-time jobs.

Example Responses:

- *Leading* is about inspiring and motivating people towards a vision.
- *Managing* focuses on planning, organising, and monitoring daily tasks.
- A person can be a manager without being a strong leader (and vice versa).
- Both roles are needed — vision without structure fails; structure without vision stalls progress.

2. Many workers seek more responsibility and power – can you think of jobs where some workers wouldn't?

Prompts:

- Why might some people prefer routine or predictable roles?
- What kinds of work rely on set procedures or safety rules?
- How might personality influence this?

Example Responses:

- Workers in manufacturing, retail, or healthcare may prefer clear instructions and stability.
- Some enjoy security and consistency more than extra pressure or decision-making.
- Part time or low commitment jobs where people are just working for the cash.

3. If you owned a business, how would you encourage staff to come up with and suggest new ideas?

Prompts:

• How can leaders make staff feel comfortable sharing ideas?

• What systems or rewards might help?

• How could technology support this?

• What happens in workplaces where people are afraid to speak up?

Example Responses:

• Create an open culture where all suggestions are listened to and valued.

• Hold regular brainstorming sessions or innovation days.

• Introduce suggestion boxes or digital forms to collect ideas anonymously.

• Reward or acknowledge staff whose ideas improve the business.

• Encourage teamwork and remind staff that mistakes are part of innovation.

Useful business examples, stories, links, videos, resources…

Digital hub links:

PowerPoint

Class exams with solutions

Worksheet for the Introduction Hook

Flashcards for formative assessment

Kahoot

Suggested solutions to workbook

Suggested solutions to sample paper questions

Key information for the chapter:

Strand 3 Chapter 13	Leading and managing an organisation	1.5 weeks							
Learning Intention	Learning Outcome	Pg	Mins	Activity Book (HL Qs)	Activity Book (OL Qs)	HL1	HL2	OL1	OL2
the role of leaders and managers in organisations.	13.1 Distinguish between leadership and management in organisations.	230-231	40	Q1, BW Q1	Q1, BW Q1		HL2 Q4 (d)		
the significance of organisational culture and applying innovative approaches within organisations.	13.2 Analyse the significance of organisational culture and innovation in successful organisations.	232-234	40	Q2, BW Q2	Q2, BW Q2	HL1 Q1 (c)			
how leadership styles influence organisations.	13.3 Outline how leadership styles foster organisational culture and organisational innovation.	235-236	30	Q3	Q3		HL2 Q4 (d)		
the reasons that conflict may arise in the workplace and how it impacts on the workplace; different approaches to conflict resolution; conciliation, and arbitration as external approaches to conflict resolution.	13.4 Appreciate the range of reasons for conflict in the workplace and demonstrate an understanding of how conflict may impact on the workplace.	237-238	30	Q4, BW Q3	Q4,Q5, BW Q3			OL1 Q2 (b)	
the reasons that conflict may arise in the workplace and how it impacts on the workplace; different approaches to conflict resolution; conciliation, and arbitration as external approaches to conflict resolution.	13.5 Analyse how both employees and employers may deal with conflict internally.	239,	20	Q4, BW Q4	Q5			OL1 Q2 (c)	
the reasons that conflict may arise in the workplace and how it impacts on the workplace; different approaches to conflict resolution; conciliation, and arbitration as external approaches to conflict resolution.	13.6 Outline different external approaches to conflict resolution.	240,	20	Q5	Q6				
		Total Time:	180	Hours:	3.0				

S3 Ch 13 Leading and managing an organisation (L.O. 13.1)

Textbook Pages: 230-231

Activity Book: HL Q1, BW Q1 | OL Q1, BW Q1

Time Allocation: 40 minutes

Learning Outcome	13.1 Distinguish between leadership and management in organisations
Students Learn About	The role of leaders and managers in organisations.
Sample Paper Q	**HL2 Q4 (d)** (ii) Examine three differences between leadership and management in organisations.
Create other potential Qs	

Specification Language Decoded

Distinguish: Make the differences between two or more concepts or items clear

Know	Understand	Be able to do
Definition of leadership and management.	Leadership focuses on vision, influence, and innovation, while management focuses on planning, organisation, and control. How both functions are essential for achieving organisational success	Explain how leadership and management contribute differently to achieving business objectives under clear headings: Role in business, Innovation, Risk Taking, People Management

Opportunities to differentiate for this Learning Outcome

Support Strategies	Extension Opportunities
Use a **T-chart comparison activity** -> provide students with a partially completed table labelled *Leader* vs *Manager* (with one example filled in, e.g. *"Leader –> creates a vision"*). Students work in pairs to complete the remaining headings (*Innovation, Risk, People Management*) using the textbook.	Ask students to analyse leadership and management roles in another company (e.g. Spotify).

Note

Reinforce that leadership = vision and influence, while management = planning and control. Both functions are complementary, not competing.

S3 Ch 13 Leading and managing an organisation (L.O. 13.2)

Textbook Pages: 232-234

Activity Book: HL Q2, BW Q2 | OL Q2, BW Q2

Time Allocation: 40 minutes

Learning Outcome	13.2 Analyse the significance of organisational culture and innovation in successful organisations.
Students Learn About	the significance of organisational culture and applying innovative approaches within organisations.
Sample Paper Q	**HL1 Q1 (c)** Analyse three ways ProjectOne's organisational culture has contributed to the success of the business.
Create other potential Qs	

Specification Language Decoded

Analyse: Study or examine something in detail, break down in order to bring out the essential elements or structure; identify parts and relationships, and to interpret information to reach conclusions

R&R activity

Pg 232	https://greatplacetowork.ie https://greatplacetowork.ie/best-workplaces/ireland/2025#list https://www.youtube.com/watch?v=fvyUWATrtrA Student answer

Pg 234	**Purpose:** To illustrate how innovation reshapes industries and supports long-term business growth. **Summary for Teachers:** • Spotify transformed music consumption from ownership to access, introducing a **subscription-based streaming model**. • Its **freemium strategy** built a huge user base quickly by offering free, ad-supported access before nudging users to paid premium plans. • This innovation disrupted traditional record sales, creating a new market worth billions. • The company's success highlights how **innovation**, when matched with the right **organisational culture** (openness, risk-taking, experimentation), drives adaptability and global growth. For Topic 1, suggestions might include Nespresso, Netflix, AirBnB… Innovative firms that introduce new customer value by changing the delivery method, technology, or pricing model in their sector. For Topic 2, support analysis using Ryanair's low-cost strategy: online booking, secondary airports, quick turnaround, and add-on revenue.

Know	Understand	Be able to do
Continuous innovation is essential for long-term success.	That innovation allows a business to stand out, adapt to change, and improve efficiency.	**Apply** these ideas to case studies or examples (e.g. sample papers/Q1, Spotify, Ryanair) to show how

	How organisational culture supports innovation through openness, collaboration, and risk-taking.	culture and innovation create competitive advantage.

Opportunities to differentiate for this Learning Outcome

Support Strategies	Extension Opportunities
Play videos on businesses that have disrupted -> Spotify, Apple, Netflix, AirBnB…	Identify an Irish company recognised by Great Place to Work Ireland and evaluate how its culture supports innovation. Encourage students to link organisational culture and innovation to sustainability or digital transformation themes, finding examples online for Irish firms.

Note

This seems a likely question to use with Q1 or some stimulus and have students apply the content or other correct content to a case study. Done on page 243.

S3 Ch 13 Leading and managing an organisation (L.O. 13.3)

Textbook Pages: 235-236

Activity Book: HL Q3 | OL Q3

Time Allocation: 30 minutes

Learning Outcome	13.3 Outline how leadership styles foster organisational culture and organisational innovation.
Students Learn About	how leadership styles influence organisations
Sample Paper Q	**HL2 Q4 (d)** (i) Outline how a leadership style you have studied fosters organisational innovation.
Create other potential Qs	Explain three ways a leadership style of your choice can influence organisational culture.

Specification Language Decoded

Outline: Give the main points; restrict to essential points of information

Know	Understand	Be able to do
Different leadership styles e.g. **Autocratic, Democratic, Laissez-faire…**	How each style influences employee motivation, communication, and creativity. The connection between leadership style, workplace culture, and levels of innovation.	Outline the impact of each leadership style on culture and innovation

Opportunities to differentiate for this Learning Outcome

Support Strategies	Extension Opportunities
Use a three-column visual table with style headings (*Autocratic, Democratic, Laissez-faire*) and have students match descriptions to each in teams.	Get students to investigate

Note

The LO and sample paper Q seem to point to the style of Q - how leadership styles influence organisations, either organisational culture or innovation, rather than all the elements of the style.

I went with autocratic, democratic and laissez faire as we used to them, but there are others to consider also or that students may discover. None were specified to use in the specification.

S3 Ch 13 Leading and managing an organisation (L.O. 13.4)

Textbook Pages: 237-238

Activity Book: HL Q4, BW Q3 | OL Q4,Q5, BW Q3

Time Allocation: 30 minutes

Learning Outcome	13.4 Appreciate the range of reasons for conflict in the workplace and demonstrate an understanding of how conflict may impact on the workplace.
Students Learn About	The reasons that conflict may arise in the workplace and how it impacts on the workplace; different approaches to conflict resolution
Sample Paper Q	**OL1 Q2 (b**) (i) Outline two reasons for conflict in a workplace. (ii) Explain one impact conflict may have on a workplace.
Create other potential Qs	

Specification Language Decoded

Appreciate: Recognise the meaning, value, or importance of or have a practical understanding of   **Demonstrate**: Prove or make clear by reasoning or evidence, illustrating with examples or practical application

R&R activity

Pg 237	**This links to chapter 14 strongly – LO 14.12 & LO 14.13 so could be taught here also.** **1. Do you think employees should be able to work remotely?** **Prompts:** • What are the benefits and drawbacks of remote work for employees and employers? • How might remote work affect communication or teamwork? • Does working from home always reduce conflict? **Suggested Student Responses:** • Yes, remote work can improve work–life balance and reduce commuting stress. • However, it may increase misunderstandings or isolation if communication isn't well managed. • Hybrid arrangements (part-office, part-home) can balance flexibility with collaboration. **2. If you owned a business, would you allow your staff to work remotely?** **Prompts:** • What type of business are you imagining — service, manufacturing, tech? • How could leaders maintain culture and productivity with remote staff? • What rules or supports would you put in place? **Suggested Student Responses:** • Yes, if the work can be done effectively online, I'd allow it but set clear expectations (e.g. daily check-ins, digital tools). • I'd focus on communication and outcomes rather than physical presence. • For creative or collaborative roles, I'd encourage some in-person time to build culture and team relationships. **3. Research recent studies about the causes of conflict in the workplace and identify any trends.** **Prompts:** • What new causes of conflict have emerged in the last few years?

<td colspan="2"> • Are these more about *technology* and *remote work*, or *traditional issues* like pay and workload? • How might these trends change in the future? **Suggested Student Responses:** • Common modern causes include unclear job roles, inequality in hybrid arrangements, and poor digital communication. • Many conflicts now stem from **return-to-office policies** or perceived unfairness in flexibility between staff. • Broader trends show a rise in **communication-related conflict** rather than purely pay disputes. • Research suggests proactive communication and well-defined roles reduce these conflicts. </td>

Know	Understand	Be able to do
Reasons for conflict in the workplace e.g. pay disputes, poor communication, redundancies, role confusion, discrimination.	How conflict impacts organisations e.g. reduced morale, absenteeism, turnover, or improved awareness if resolved constructively.	Explain consequences clearly under headings such as *Productivity*, *Morale*, and *Collaboration.*

Opportunities to differentiate for this Learning Outcome

Support Strategies	Extension Opportunities
Use short conflict scenarios (e.g. disagreement over remote working or workload) and have students label the cause and potential impact. Provide sentence starters: *"Conflict may occur when…"* / *"This can impact the workplace by…"*.	Ask students to research a recent Irish company or public sector dispute and summarise the cause, the impact, and how it was resolved.

Note

These lists are not exhaustive and no factors were stated in the spec other than the reference to poor communication leading to conflict.

S3 Ch 13 Leading and managing an organisation (L.O. 13.5)

Learning Outcome	13.5 Analyse how both employees and employers may deal with conflict internally.
Students Learn About	The reasons that conflict may arise in the workplace and how it impacts on the workplace; different approaches to conflict resolution; conciliation, and arbitration as external approaches to conflict resolution.
Sample Paper Q	**OL1 Q2 (c)** Explain two internal methods that managers at Amazon could use to resolve employee conflict.
Create other potential Qs	

Specification Language Decoded

Analyse: Study or examine something in detail, break down in order to bring out the essential elements or structure; identify parts and relationships, and to interpret information to reach conclusions

Explain: Give a detailed account including reasons or causes

Know	Understand	Be able to do
Internal approaches to conflict resolution: *Meet & Talk, Negotiation/Bargaining, Grievance Procedures, Communication Training.* **Can link to chapter 19 re role of shop steward/trade unions.**	That successful conflict resolution depends on open communication, compromise, and fair procedures.	Explain internal methods used to resolve employee conflict.

Opportunities to differentiate for this Learning Outcome

Support Strategies	Extension Opportunities
Use short role-play scenarios (e.g. a pay dispute or disagreement over duties) to identify which internal method could solve the issue. Use a **"Conflict Cards"** activity — give pairs short scenarios (e.g. *dispute over pay*, *poor communication*, *role confusion*) and ask them to match each to an appropriate internal method (Meet & Talk, Negotiation, Grievance Procedure).	Challenge students to **design a short internal conflict-resolution policy** for a company, outlining steps and communication channels.

Note

-

S3 Ch 13 Leading and managing an organisation (L.O. 13.6)

Textbook Pages: 240

Activity Book: HL Q5 | OL Q6

Time Allocation: 20 minutes

Learning Outcome	13.6 Outline different external approaches to conflict resolution.
Students Learn About	Conciliation, and arbitration as external approaches to conflict resolution.
Sample Paper Q	None
Create other potential Qs	Explain the difference between conciliation and arbitration as approaches to conflict resolution in a workplace.

Specification Language Decoded

Outline: Give the main points; restrict to essential points of information

R&R activity

Pg 240	Student research

Know	Understand	Be able to do
Definitions of **Mediation, Conciliation,** and **Arbitration**. Key differences between them.	That external conflict resolution involves a neutral third party helping both sides communicate or agree on a solution.	Outline the main features and benefits of each external approach.

Opportunities to differentiate for this Learning Outcome

Support Strategies	Extension Opportunities
Create a **summary chart** showing the three methods side by side (Who's involved – Level of formality – Outcome) with students / in groups, using visuals (speech bubble, handshake, scales)	

Note

I explained external non legislative methods (e.g. not using WRC) here, and cover the WRC and Labour Court in chapter 19, page 354 and 355, so they could be covered together (this is LO 19.1 - Examine how employees are protected both legislatively and non-legislatively in the workplace.)

Links to cross-cutting themes:

Entrepreneurial Thinking:	Links to **LO 13.2** and **LO 13.3**. These outcomes explore how organisational culture and leadership styles foster creativity and innovation. Students learn that entrepreneurial leaders encourage autonomy, take calculated risks, and support intrapreneurship, behaviours essential for continuous business improvement and adaptability.
Ethics and Sustainability:	Links to **LO 13.3**, **LO 13.4**, and **LO 13.5**. Leadership style and workplace culture influence fairness, transparency, and respect in decision-making. Ethical conflict management (internal or external) helps sustain long-term trust and positive working environments, aligning with responsible and sustainable business practices.
Digital Transformation:	Links to **LO 13.2** and **LO 13.4**. Technology plays a major role in shaping communication, collaboration, and innovation. Examples such as Spotify's digital business model and the Adare HRM study on remote work show how digital transformation creates both opportunities for innovation and new sources of conflict.
Business and Financial Literacy:	Links to **LO 13.1**, **LO 13.4**, and **LO 13.5**. Strong leadership and effective conflict management reduce costs linked to absenteeism, turnover, and inefficiency. Understanding how management decisions impact productivity and profitability supports informed, financially responsible organisational behaviour.

Assessments

Formative	Summative	AAC (Investigative Study)
Think–Pair–Share: Use primer questions (p. 229) to explore the difference between leading and managing. **Conflict Scenarios:** Students suggest internal methods for resolving workplace disputes in pairs. **Case Analysis:** Apply Spotify or StoryCraft Studios examples to identify leadership styles and cultural influences.	**End-of-Chapter Questions:** Ordinary and Higher Level Q1–Q6 (p. 241–242). Class exam Flashcards Kahoot	Encourages the use of digital sources (e.g. Adare HRM report) to support evidence-based conclusions.

What examples/resources have we used before that we can adapt for this chapter?

E.g. Think-Pair-Share, Roleplays, Debates, Inquiry tasks, Digital tools

Think-Pair-Share	Compare leadership and management (LO 13.1) or discuss the impact of different leadership styles (LO 13.3).
Roleplays / Simulations	Act out internal conflict-resolution meetings (LO 13.5) or mediation sessions (LO 13.6).
Inquiry Tasks	Research award-winning Irish workplaces to analyse culture and innovation (LO 13.2).
Debates	"Autocratic leadership is outdated in modern business." / "Remote work reduces workplace conflict."
Digital Tools	

Teacher and Department Review

1. Teaching and Learning Effectiveness	2. Differentiation and Inclusion
How effectively did activities support understanding of leadership, culture, and conflict? Were students able to apply examples to real-world contexts? Were case studies (Spotify, StoryCraft) effective in promoting analytical thinking?	Were strategies inclusive and accessible to all learners? Did the use of visual charts and pair tasks support mixed-ability groups?
3. Resource Use and Gaps	**4. Connections and Continuity**
Were the PowerPoint slides, case studies, and Activity Book questions sufficient? Do we need additional examples or visuals (e.g. workplace mediation video)?	Did I link this chapter enough to upcoming LOs (**LO 19.1** and **LO 14.12 & LO 14.13**)?

1. Teaching and Learning Effectiveness	2. Differentiation and Inclusion