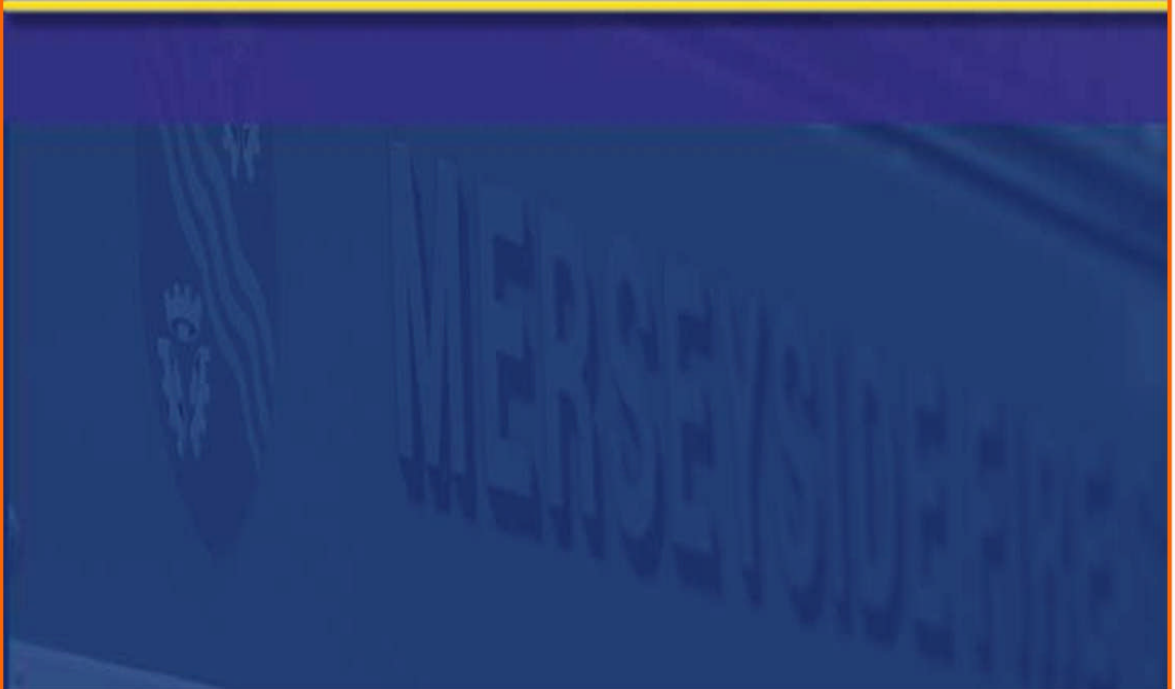




Pathways To Leadership





Module Title	
Business Environment	Date:

Credits:	15
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LEARNING, TEACHING AND ASSESSMENT INFORMATION

Module Description:

Module participants are encouraged to develop an awareness of the key factors which influence their own (or other) organisations, including research and development, technological change, competitive forces, the economy and the regulatory environment. Critical analysis of these themes leads to a greater awareness of the key forces that represent both opportunities and threats to organisations, whether for profit or not-for-profit organizations. The module introduces and makes use of a range of environmental scanning and analysis tools and techniques. These are then evaluated in terms of both classical and contemporary ‘business’ planning models as well as in terms of organisational practices within and between different sectors of the economy. Such considerations lead to the identification and evaluation of both ‘hard’ and ‘soft’ system issues with respect to differences between theory and practice. The impact of any such differences on individual, team and organisational behavior is then reviewed with respect to sensing, evaluating and acting upon changes in the business environment.

Multiculturalism has been considered during the design of this module and will be considered when the assessment brief is written.

Outline Content:

- Classic & contemporary perspectives of the ‘business environment’
- Tools & techniques for modeling, scanning & evaluating the ‘business’ environment
- The organisation and its environment (economic resources, labour, land, capital & output)
- The organisation , the state and the community
- Markets customers, suppliers & clients
- Trends & developments in the ‘business environment’
- Evolution & evaluation of major developments in organisational theory and their relevance to today’s business environment
- Linking the business environment with organisational resources, capabilities & performance.

Key Texts/Literature:

Campbell, D. & Craig, T. (2005) *Organisations and the Business Environment* Butterman-Heineman

For further information on databases, e-journals and other sources of information are given in the module guide.

Learning Outcomes:

	On successful completion of this module the student will be expected to be able to;
Knowledge and Understanding	<ol style="list-style-type: none"> 1. Demonstrate an understanding as to how different factors and trends in an organisations 'business environment' are likely to impact upon organisational performance. 2. Identify, critically evaluate, manipulate, modify and adapt different models, tools and techniques employed in 'business environment' analysis in ways which enhance their real-world value and acceptability.
Intellectual, practical, affective and transferable skills	<ol style="list-style-type: none"> 3. Apply appropriate models, tools & techniques to the evaluation of changes in an organisations 'business environment' 4. Prepare and present a critical evaluation of the business environment in which specific organisations operate.

Assessment:		
Assessment Method	% contribution to module mark or P/F	Learning Outcome
Individual written assignment (max 4000 words)	FG	1-4
In order to pass this module, students are required to achieve an overall mark of 40%		

OTHER TECHNICAL DETAILS

Method	Length/duration	Fine graded (FG) or pass/fail (PF)
Assignment	4,000 word assignment	FG



Module Title	
Public Service Finance	Date:

Credits: 15	
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LEARNING, TEACHING AND ASSESSMENT INFORMATION

Module Description:	
<p>Whilst the module reviews published financial reporting the focus is on operational issues most likely faced by public service managers; budgets, budgetary control and decision making. By focusing on budget setting, budget reporting and variance analysis we shall consider how control mechanisms may be best implemented.</p> <p>Students will be introduced to basic decision making techniques for both revenue and capital decisions. The aim is not to provide a level of understanding and application to replace the expertise they will find within the workplace, students will be expected to undertake computations but greater emphasis will be given to the critical evaluation of the outcomes.</p> <p>Multiculturalism has been considered during the design of this module and will be considered when the assessment brief is written.</p>	
Outline Content:	
<ul style="list-style-type: none"> • Introduction of published public financial reports • Theories of budget setting and budget management • Understanding budget variances • Nature of costs • Marginal costing • Breakeven (within a public sector context) • Payback and net present value (within sector context-treasury rates and transfer of risk tests within PFI projects). 	
Key Texts/Literature:	
<p>Coombs,H., Jenkins E.(2002) Public Sector Financial Management.London:Thomson Jones,R. (2000) Public Sector Financial Reporting. London:Prentice Hall Dyson,J (2003) Finance for non financial managers. Thomson</p>	
Learning Outcomes:	
	On successful completion of this module the student will be expected to be able to;
Knowledge and Understanding	1.Critically evaluate the wider implications of local and national financial decisions upon public sector organisations.
Intellectual,	2. Critically evaluate the role of budgets and

practical, affective and transferable skills	budgetary control within a public sector context. 3. Critically review the interaction of financial and non financial decision making processes within the sector
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Assessment:		
Assessment Method	% contribution to module mark or P/F	Learning Outcome
Individual assignment	graded	1-3
In order to pass this module, students are required to achieve an overall mark of 40%		

OTHER TECHNICAL DETAILS

Method	Length/duration	Fine graded (FG) or pass/fail (PF)
Individual assignment	4000 words	FG



Module Title	
Executive Leadership	Date:

Credits:	15
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LEARNING, TEACHING AND ASSESSMENT INFORMATION

Module Description:	
<p>This module will investigate and critically evaluate historical and contemporary approaches to leadership theory, focusing especially on leadership at middle to senior management level. Classical theories of leadership will be examined including traits theory, behavioural theories and contingency theories. An examination of contemporary theories will include issues such as emotional intelligence, psychodynamics, leader-led relations and spiritual leadership.</p> <p>There will be strong emphasis on applying the theory to one’s own personal leadership with a view to enhancing leadership performance in preparation for senior management roles within the organisation. Developing leadership in others through executive coaching and mentoring will also be discussed and explored.</p> <p>Multiculturalism has been considered during the design of this module and will be considered when the assessment brief is written.</p>	
Outline Content:	
<ul style="list-style-type: none"> • Qualities/skills & styles of leadership • Contingency theories • Organisational power & politics • Emotional intelligence • Leader-led relationships • Psychodynamics & leadership • Charismatic & transformational leadership • Executive coaching • Spiritual leadership • Transformational Leadership • National model for Fire Rescue Service 	
Key Texts/Literature:	
<p>Yuki, G.A. (2005) <i>Leadership in Organisations</i> (6th Ed) Prentice Hall International</p> <p>Northhouse, P.G (2004). <i>Leadership: Theory & Practice</i> London: Sage Publications</p>	
Learning Outcomes:	
	On successful completion of this module the student will be expected to be able to;
Knowledge and	1. Critically evaluate classical leadership theories and

Understanding	<p>assess their relevance for leadership within 21st century organisations.</p> <p>2. Demonstrate a critical awareness of contemporary trends and theories in leadership</p>
Intellectual, practical, affective and transferable skills	<p>3. Critically reflect on own personal effectiveness and development as a leader in preparation for a more senior role within the organisation.</p>

Assessment:		
Assessment Method	% contribution to module mark or P/F	Learning Outcome
Assignment: Leadership Portfolio	100	1-3
In order to pass this module, students are required to achieve an overall mark of 40%		

OTHER TECHNICAL DETAILS

Method	Length/duration	Fine graded (FG) or pass/fail (PF)
Assignment	4000 words	FG



Module Title	
Management of Change	Date:

Credits:	30
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LEARNING, TEACHING AND ASSESSMENT INFORMATION

Module Description:
<p>The module requires participants to critically analyse a range of complex inter-related management issues in respect of the introduction and management of change. The management of change initiatives will be explored by the participants through an examination of workplace initiatives. The prescribed output of this process will be the completion of a change management project. Throughout the project, participants will be required to introduce elements of a change initiative within their work environment, plan the overall change initiative and manage, where possible, the change project through to successful completion. Throughout this process participants are required to critically analyse and develop proposals for the resolution of issues encounters in respect of the current body of academic literature surrounding the subject matter.</p> <p>Participants will upon completion of this module be able to analyse the impact of change on the organisation from the perspective of professional practice and apply change management theory and appropriate tools and techniques selectively to meet organisational goals.</p> <p>Multiculturalism has been considered during the design of this module and will be considered when the assessment brief is written.</p>
Outline Content:
<ul style="list-style-type: none">• Models and theories of change• The change environment• The management of strategic change• Change and culture• The nature of organisational transformation• The management of change from a project perspective• Negotiating and management of change• Power, politics and the change process• Entrepreneurship• The management of the human resource within a changing environment• Industrial relations and the changing environment• Communications strategies
Key Texts/Literature:
Burnes, B. 2004 (4 th edition): <i>Managing change: A strategic Approach to</i>

<i>Organisational Dynamics</i> . London: Pitman	
Tushman, M. and Anderson, P. (2004): <i>Managing Strategic Innovation and Change</i> . (2 nd edition) Oxford: Oxford University Press	
Learning Outcomes:	
	On successful completion of this module the student will be expected to be able to;
Knowledge and Understanding	<ol style="list-style-type: none"> 1. Critically review and apply a range of change management theories, styles and skills in the identification and resolution of change situations. 2. Critically review the relationship between time, resources, materials and people during a programme of organisational change. 3. Critically analyse the impact of management and leadership of the human resource throughout the implementation of change.
Intellectual, practical, affective and transferable skills	<ol style="list-style-type: none"> 4. Critically review and reflect on the student's own professional practice throughout a process of organisational change. 5. Critically review and reflect upon the strategic nature of change and its impact upon policy and operational requirements.

Assessment:		
Assessment Method	% contribution to module mark or P/F	Learning Outcome
Assignment	100%	All
In order to pass this module, students are required to achieve an overall mark of 40%		
In addition, students are required to (a) for each element of fine graded assessment listed above, achieve a minimum mark of 30% (or higher – see module guide) and (b) pass any pass/fail elements.		

OTHER TECHNICAL DETAILS

Method	Length/duration	Fine graded (FG) or pass/fail (PF)
Assignment	8,000 word assignment	FG



Module Title	
Organisational Transformation	Date:
Credits:	15

LEARNING, TEACHING AND ASSESSMENT INFORMATION

Module Description:	
<p>This module focuses on issues involving organisational development, organisation-wide change and transformational initiatives. No single approach can fit all. Instead, every organisation needs its own model of transformation and change corresponding to its needs and issues. When transformation efforts fail, it is common to blame organisational resistance but this is an inadequate explanation.</p> <p>This module provides an overview of organisations in the context of contemporary concerns about sustainable development and change transformation. The aim of this module is to explore ways in which managers transform and develop their departments/organisations; in such a way that will make them more appropriate to competitive and social demands. The focus of the module is on current best practice and theory and the application of such theoretical perspectives to actual issues or organisational problems or case studies.</p> <p>Multiculturalism has been considered during the design of this module and will be considered when the assignment brief is written.</p>	
Outline Content:	
<ul style="list-style-type: none"> • Approaches to organisational transformation: organisations as political and social systems. • Nature of organisational transformation: understanding tensions in organization. • Strategic intervention issues. • Formulation and implementation issues in managing change. • Power, politics and conflict in organisations. 	
Key Texts/Literature:	
<p>Huse, E. (et al), (2004) <i>Organisation Development and Change</i>, South Western Publication.</p> <p>French, W. (et al), (2004) <i>Organisation Development and Transformation: Managing Effective Change</i>, McGraw-Hill</p>	
Learning Outcomes:	
	On successful completion of this module the student will be expected to be able to;
Knowledge and Understanding	<ol style="list-style-type: none"> 1. Demonstrate a critical perspective of organisational theories and related management practice. 2. Understand the complexity of organisational life and

	view organisations as socially, historically and psychologically constructed.
Intellectual, practical, affective and transferable skills	3.Critically examine competing organisational theories and alternative theoretic frameworks around the study of organisations 4.Analyse the complex nature of the behavior of people in work organisations.

Assessment:		
Assessment Method	% contribution to module mark or P/F	Learning Outcome
Assignment	100%	All
In order to pass this module, students are required to achieve an overall mark of 40%		

OTHER TECHNICAL DETAILS

Method	Length/duration	Fine graded (FG) or pass/fail (PF)
Assignment	4000 words	FG