



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

MODULE DIRECTORY

LEVEL 6

ACADEMIC DISCIPLINE OF BIRMINGHAM AND LONDON CAMPUS

INSTITUTE OF INNER CITY LEARNING

BA (HONS) LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

2024-2025

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INTRODUCTION

This Module Directory includes all the modules for Level 6 within the Institute of Inner City Learning in the academic year 2024-2025.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the relevant Institute Office.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

MODULES

Module Code	LCLM6001
Title	Strategic Management for Business
Date	29/07/2022
Level	6
Credits	20
Pre-Requisites	

AIM(S)

- To develop a holistic understanding of organisations' strategic direction via their interaction with the internal and external environment.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Critically appraise an organisation's strategic direction;
- Critically analyse the components of an organisation's internal and external environment;
- Critically evaluate strategic options and choices;
- Formulate new strategies for sustainable growth

INDICATIVE CONTENT

- Strategic management in different contexts; Corporate\level strategy and business level strategy
- Strategic management in practice; to include the strategic position, strategic choices strategy into action and development processes
- Strategic analysis; to include macro environment analysis using PESTEL and other frameworks, five forces framework, defining strategic groups and critical success factors
- Resource, competence, and strategic capability. The strategic importance of resources, core competences and organisation capabilities. Using SWOT, and TOWS matrix
- Stakeholder expectation and organisational purpose; to include the importance of governance stakeholder mapping and ethical issues and their impact on strategic development
- Business level strategy and different methods of achieving sustainable competitive advantage
- Corporate level strategy to include product diversity, international diversity, corporate parenting roles and portfolio management
- Strategic evaluation and selection; to include the various strategic development methods available to organisations (internal, acquisition and alliance).

Study Time Allocation

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	40	20%

Further	Johnson, G. (2017) <i>Exploring strategy: text and cases</i> . Eleventh edition. Harlow, England: Business Science Reference.	☒
Further	Carvalho, J.C. de A. (2019) <i>Strategy and superior performance of micro and small businesses in volatile economies</i> . Hershey PA: IGI Global.	☐
Further	Morden, T. (2016). <i>Principles of Strategic Management</i> (3rd ed., Innovative Business Textbooks). Abingdon: Taylor and Francis.)	☐
Further	<i>The Academy of Management Journal</i> <i>The Academy of Management Review</i> <i>The Journal of Business</i> <i>Journal of Organizational Behaviour</i> <i>Management Science</i> <i>Management Technology Managerial and Decision Economics MIS Quarterly</i> <i>Operations Research</i> <i>Organization Science</i> <i>The Review of Economics and Statistics</i> <i>Strategic Management Journal</i> <i>Harvard Business Review</i> <i>Marketing Week</i>	☒

Module Code	LCLM6002
Title	Design Thinking and Innovation
Date	29/07/2022
Level	6
Credits	20
Pre-Requisites	

AIM(S)

- To provide students with a clear understanding on the design thinking process and its application in addressing complex real-world problems and challenges

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- Critically explore and differentiate design thinking from other types of thinking;
- Critically investigate the real-world problems and challenges and identify solutions to address the challenges;
- Critically assess the desirability, viability, and feasibility of the solutions.

INDICATIVE CONTENT

- What is Design Thinking?
- The essence of design thinking as a tool for creativity and innovation
- The role of design thinking in successful entrepreneurship
- How design thinking processes, techniques, mindsets, and applications are different from other types of thinking
- The role of conversations and observations in understanding societal problems
- Main elements in design thinking that help in investigating real-world problems and challenges
- Idea generation to solve the identified problems: Divergence and Convergence
- Prototypes
- Idea screening and test: desirability, viability, and feasibility as criteria for idea screening
- The concept of innovation from an inter-disciplinary perspective, specifically from an individual, group, organisational, intra-, and inter-organisational level
- The process of innovation management
- The role of creativity within the innovation process, including emergent and prospective models of innovation
- The determinants of organisational innovation and organisational design
- The concepts and processes of closed v. open innovation
- Globally distributed innovation. The importance of organisational knowing, including a review of useful practices v. best practices and the meaning of 'boundary-less' organisations and how these can enhance opportunities for innovation
- Inter-organisational innovation, including value constellations, drivers, success factors, typologies, and implications.

Study Time Allocation

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement Learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam

☒ Coursework

☐

Practical

Mode of assessment	Volume	Weighting
Portfolio tasks comprised with 4 - 5 elements supported with a final blueprint/poster demonstration	4000 words	100%

Assessment Summary

Activity type	Percentage
Written	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	LCLM6002	
Module Title	Design Thinking and Innovation	
Classification	Reading List Entry	Electronic*
Essential	Greetham, B. (2016) <i>Smart Thinking: How to Think Conceptually, Design Solutions and Make Decisions</i> . Palgrave: London.	☐
Essential	Luchs, M.G., Swan, S., and Griffin, A. (2014). <i>Design Thinking: New Product Development Essentials from the PDMA</i> . Hoboken, NJ: Wiley.	☐
Further	Brunswick, S., & Van de Vrande, V. (2014). 'Exploring Open Innovation in Small and Medium-Sized Enterprises'. In <i>New Frontiers in Open Innovation</i> (p. <i>New Frontiers in Open Innovation</i> (Chapter 7). Oxford University Press.	☐

Further	Cook, P. (2016). 'Leading innovation, creativity, and enterprise'. <i>Industrial and Commercial Training</i> , 48(6), 294-299	☐
Further	Dawson, P., & Andriopoulos, C. (2014). <i>Managing change, creativity & innovation</i> (Second ed.)	☐
Further	Foss, N., & Saebi, T. (2015). <i>Business Model Innovation the Organizational Dimension</i> . Oxford: OUP Oxford	☐
Further	Gryskiewicz, T., Gryskiewicz, S. S., & Taylor, S. (2011). <i>Making Creativity Practical Innovation That Gets Results</i> (J-B CCL (Center for Creative Leadership)). Hoboken: Wiley.	☐

Module Code	LCLM6003
Title	Leading and Implementing Change
Date	29/07/2022
Level	6
Credits	20
Pre-Requisites	

AIM(S)

- To develop a holistic understanding of the leadership and management of change.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Critically explain contemporary issues and their impact on business management;
- Critically analyse the relationship between environmental change and organisational capability;
- Critically analyse the nature of change and evaluate leadership in relation to change management;
- Apply models of change to appropriate business and organisational contexts.

INDICATIVE CONTENT

- Environmental change and organisational response
- Nature of the change process
- Planned and unplanned change
- Politics of change and conflict resolution
- Organisational change and culture
- Organisational change and structure
- Role of managers as change agents
- Hard and soft models of change
- Evaluating change.

Study Time Allocation

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement Learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam x Coursework
☐ Practical

Mode of assessment	Volume	Weighting
Portfolio of work relating to change management in response to a given case/scenario (which may include readiness assessment, staff training and development plan, communication plan etc.)	4000 words (total)	100%

Assessment Summary

Activity type	Percentage
Written	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	LCLM6003	
Module Title	Leading and Implementing Change	
Classification	Reading List Entry	Electronic*
Essential	Kotter, J.P. <i>Leading Change</i> , (2012), Harvard Business Review Press.	☐
Essential	R. Henderson, R. Gulati, & M. Tushman (eds.) (2015) <i>Leading sustainable change: an organizational perspective</i> . First edition. Oxford: Oxford University Press.	☐
Essential	Brunsson, N. (2017) <i>Reform as routine [electronic resource]: organizational change and stability in the modern world</i> . Oxford: Oxford University Press.	☐
Further	Cameron, E. (2012) <i>Making sense of change management [electronic resource]: a complete guide to the models, tools, and techniques of organizational change</i> . 3rd ed. London: Kogan Page.	☐
Further	Carnall, & By, Rune Todnem. (2014). <i>Managing change in organizations</i> (Sixth ed.). Harlow: Financial Times Prentice Hall.	☒

Further	Doherty, T., Horne, T., & Wootton, S. (2014). <i>Managing Public Services - Implementing Changes A thoughtful approach to the practice of management</i> (2nd ed.). Hoboken: Taylor and Francis.	☐
Further	Forsyth, P. (2012) <i>Managing change [electronic resource]</i> . Philadelphia; London: Kogan Page.	☒
Further	Schultz, K. & Hungerford, C., 2016 'Managing Change' <i>Journal of College Admission</i> , (232), p.42.	☐
Further	Dawson, P., & Andriopoulos, C. (2014). <i>Managing change, creativity & innovation</i> (Second ed.).	☐

Module Code	LCLM6004
Title	Research Methods for Business
Date	29/07/2022
Level	6
Credits	20
Pre-Requisites	

AIM(S)

- Provide an opportunity for students to develop apply independent skills in research, critical analysis, and communication

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Demonstrate an advanced understanding of the significance of research and its applications to business practice;
- Demonstrate comprehensive understanding of tools and techniques applicable to their own research or advanced scholarship.

INDICATIVE CONTENT

- Using research to solve business problems and develop recommendations
- The role of literature in business research and formulating a research topic
- Qualitative research
- Quantitative research
- Developing a research proposal
- Research ethics and risk
- Writing your Individual Project Report

Study Time Allocation

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Research proposal	2000 words	50%

Assessment Component 2
(Tick one)

☐ Written exam

☐ Coursework

☒ Practical

Mode of assessment	Volume	Weighting
Academic discussion based on the research proposal	20 Minutes	50%

Assessment Summary

Activity type	Percentage
Written	0%
Coursework	50%
Practical	50%
TOTAL	100%

INDICATIVE READING LIST

Module Code	LCLM6004	
Module Title	Research Methods for Business	
Classification	Reading List Entry	Electronic*
Essential	Saunders, M.N.K., Lewis, P. and Thornhill, A. (2019) <i>Research methods for business students</i> . 8th edition. Harlow: Pearson. Available at: https://librarysearch.uwtsd.ac.uk/discovery/fulldisplay?docid=alma99100313060202421&context=L&vid=44WHELF_UWTSD:44WHELF_UWTSD_VU1&lang=en&search_scope=MyInst_and_CI&adaptor=Local%20Search%20Engine&isFrbr=true&tab=Everything&query=any,contains,business%20research%20methods&facet=tlevel,include,online_resources&offset=0	☒
Essential	Adams, J. et al. (2007) <i>Research methods for business and social science students</i> . Second edition. New Delhi, India: Sage Publications. Available at: https://librarysearch.uwtsd.ac.uk/discovery/fulldisplay?docid=alma99100180600202421&context=L&vid=44WHELF_UWTSD:44WHELF_UWTSD_VU1&lang=en&search_scope=MyInst_and_CI&adaptor=Local%20Search%20Engine&tab=Everything&query=any,contains,business%20research%20methods&facet=tlevel,include,online_resources&offset=0	☒
Further	Crowther, D. and Lancaster, G. (2009) <i>Research methods: a concise introduction to research in management and business consultancy</i> . 2nd ed. Oxford: Elsevier Butterworth-Heinemann. Available at: https://librarysearch.uwtsd.ac.uk/discovery/fulldisplay?docid=alma99100107673402421&context=L&vid=44WHELF_UWTSD:44WHELF_UWTSD_VU1&lang=en&search_scope=MyInst_and_CI&adaptor=Local%20Search%20Engine&tab=Everything&query=any,contains,business%20research%20methods&facet=tlevel,include,online_resources&offset=0	☒

	MyInst and CI&adaptor=Local%20Search%20Engine&tab=Everything&query=any,contains,business%20research%20methods&facet=tlevel,include,online_resources&offset=10	

Module Code	LCLM6005
Title	Independent Project
Date	25/06/2020
Level	6
Credits	40
Pre-Requisites	

AIM(S)

- To develop students' ability to engage critically and innovatively with theory and/or practice relevant to their studied subject areas in order to produce a discipline specific in-depth project.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Demonstrate intellectual skills in the identification of an appropriate topic, problem, or challenge for investigation pertinent to their field of study and formulate a suitable plan for further research utilising relevant investigative methods in order to produce a response;
- Evidence in-depth knowledge and critical understanding of principles necessary to underpin their education within their chosen field of study and problem-solving techniques applicable to this;
- Evidence independence of thought and critical evaluation in the production of an independent piece of work, demonstrating transferable skills through exercising initiative and personal responsibility in planning own learning and self-management;
- Organise their knowledge and learning through use of a range of media and present their work appropriately in a manner that can be understood by specialist and non-specialist audiences.

INDICATIVE CONTENT

- Research paradigms, methods, and techniques of research and enquiry
- Conducting and writing literature reviews
- Ethical concerns and the research process
- Resource, project, and skills management processes and techniques
- Presenting and illustrating data and information
- Communication of general, specialist, technical ideas, and results
- Problem solving, creative, entrepreneurial thinking and approaches
- Collaboration, adaptability, and reflection

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	36	9%
Independent learning	364	91%
Placement learning	0	0
TOTAL	400	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Portfolio	Minimum of 3 elements (equivalent to 10,000 words)	100%

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	100%
Practical	
TOTAL	100%

INDICATIVE READING LIST

This will be guided by the student's individual project.

Module Code	LCLM6005	
Module Title	Independent Project	
Classification	Reading List entry	Electronic*
Essential	Cottrell S, (2015) <i>Skills for Success Personal Development and Employability</i> , 3 rd edition, Palgrave. London.	☒
Essential	ASET, 2013 <i>Good Practice Guide for Workbased Learning and Placement Learning in Higher Education</i>	☒
Essential	Gray, D.E. (2018) <i>Doing Real World Research</i> , London: SAGE.	☐
Further	Gallagher K, (2016) <i>Essential Study and Employment Skills For Business and Management Students</i> , Oxford	☐
Further	Gottschall, Jonathan (2013), <i>The Storytelling Animal: How Stories Make Us Human</i> , Houghton Mifflin	☐
Further	Storr, Will (2020), <i>The Science of Storytelling</i> , William Collins	☐
Further	Cohen, L. Manion, L. and Morrison, K. (2017) <i>Research Methods in Education</i> , 8 th edition London: Routledge.	☒
Further	Flick, U. (2014) <i>An Introduction to Qualitative Research</i> , London: SAGE.	☐
Further	Aubrey, K. & Riley, A. (2017) <i>Understanding and Using Challenging Education Theories</i> , London: SAGE.	☒
Further	Brinkmann, S. and Kvale, S. (2018) <i>Doing Interviews (Qualitative Research Kit)</i> . Sage	☐
Further	Gibbs, G. (2018) <i>Analysing Qualitative Data (Qualitative Research Kit)</i> . Sage	☒
Further	Creswell, J. W. (2012). <i>Qualitative inquiry and research design: Choosing among five approaches</i> . Sage	☐

Further	Obschonka, M., Hakkarainen, K., Lonka, K. <i>et al.</i> Entrepreneurship as a twenty-first century skill: entrepreneurial alertness and intention in the transition to adulthood. <i>Small Bus Econ</i> 48 , 487–501 (2017). https://doi.org/10.1007/s11187-016-9798-6	☒
Further	https://ec.europa.eu/jrc/en/entrecomp	☒