



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

MODULE DIRECTORY

MA Leadership

Postgraduate Diploma Leadership

Postgraduate Certificate Leadership

LEVEL 7

ACADEMIC DISCIPLINE: Business

**INSTITUTE OF MANAGEMENT AND
HEALTH**

2022-2023

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INTRODUCTION

This Module Directory includes all the modules for Level 7 within the MA Leadership programme within the Institute of Management and Health in the academic year 2022-2023.

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	BMSW7000
Title	Contemporary Themes in Management and Leadership
Date	08/12/2021
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To develop the necessary skills to undertake an investigation into contemporary themes in management and leadership in a given context by utilizing strategic leadership and management approaches.

LEARNING OUTCOMES

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

- Critically analyse leadership and management assumptions and practice in a work context by reflecting on the underlying beliefs and ideas of a contemporary theme in management and leadership.
- Design an investigation and implementation plan of relevance to address a contemporary theme in management and leadership and be able to evaluate the results of the investigation.

INDICATIVE CONTENT

- Theoretical approaches to management and leadership
- Management and leadership in context
- Behaviours, roles and capabilities of managers and leaders
- The management and leadership process
- Issues in management and leadership
- Data gathering in a management and leadership role to inform decision making
- Professional networking with specified stakeholders
- Implementation planning for managers and leaders

Study Time Allocation

The study time for the module is divided as follows:

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
Report	2000 words	40%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Presentation	20 minutes	60%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	40%
Practical	60%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSW7000	
Module Title	Contemporary Themes in Management and Leadership	
Classification	Reading List entry	Electronic*
Essential	Armstrong, M. (2016), <i>Armstrong's Handbook of Management and Leadership for HR</i> , (Fourth Edition), London: Kogan Page	☒
Essential	Mullins, L. (2019). <i>Organisational Behaviour in the Workplace. (Twelfth Edition)</i> , London: Pearson	☒
Essential	Reed, D. (2015) <i>Skills of Management and Leadership: Managing People in Organisations</i> . London: Palgrave	☒
Further	Barber, J. and McCann, G. (2021) 'Redefining our Leadership Roles in Changing Times', <i>Trusts and Estates</i> , pp. 48	☒
Further	Bratnicka. (2015). Relationship Between Leadership Styles and Organizational Creativity. <i>Management and Business Administration. Central Europe</i> , (1(128)).	☐
Further	Gold, J. and Anderson, L. (2017), <i>Developing Leadership and Management Skills</i> , UK: Kogan	☒
Further	Wyatt, S. (2020), <i>Leadership and Management in the 4th Industrial Revolution</i> , London: Kogan	☐
Further	ILM. (2021), Institute for Leadership and Management, [online] available at: https://www.i-l-m.com/ Harvard Business Review World Economic Forum	☒

Module Code	BMSW7000	
Module Title	Contemporary Themes in Management and Leadership	
Classification	Reading List entry	Electronic*
	Journal of Organizational Behaviour Management Today SAGE Organization Studies	

Students will also be directed to use academic databases such as Business Source Complete and Marketline.

Module Code	BMSW7001
Title	Developing People in Organisations
Date	08/12/2021
Level	7
Credits	20
Pre-Requisites	None

AIMS

- To develop a professional understanding of what effective leadership can deliver in terms of sustainable organisation capability and innovation through the development of people.

LEARNING OUTCOMES

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

- Demonstrate a systematic, extensive and comparative knowledge and understanding of a number of advanced and emerging issues in people management as a whole and its links to specialist aspects of human resource management.
- Evaluate critically business environments and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation.
- Propose a leadership and development strategy that values people whilst optimising organisational success.

INDICATIVE CONTENT

- The history and context of people management
- Organisation design, culture and development, including the analysis of internal and external environments that impact upon organisational leadership
- National and international employment markets from which organisations source and mobilise staff; how employment markets are evolving and changing.
- Psychological theories and explanatory frameworks of individual behaviour, relating to personality, perception, motivation and emotional intelligence
- Onboarding personnel, building the business activist, employer bonding and branding.
- Processes of managing performance; innovating new working practices; delivering outstanding customer service; breeding an environment where talent may grow
- A focus on working collaboratively, both internally and with external stakeholders, across a range of cultures.
- An understanding of work groups and teams and effective conflict management
- Ethics and professionalism; commitment to equality of opportunity; encouraging and enabling diversity.

- Establish how leadership impacts on the engagement of employees, with a focus on leadership behaviours required to be effective in volatile, uncertain, complex and ambiguous business environments.

STUDY TIME ALLOCATION

The study time for the module is divided as follows:

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
Report	2500 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual Presentation	15 minutes	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW7001	
Module Title	Developing People in Organisations	
Classification	Reading List entry	Electronic*
Essential	Armstrong, M. (2016), <i>Armstrong's Handbook of Management and Leadership for HR</i> , (Fourth Edition), London: Kogan Page	☒
Essential	Armstrong, M.(2020), <i>Armstrong's Handbook of Human Resource Management Practice</i> . (Fifteenth Edition). London: Kogan Page	☒

Module Code	BMSW7001	
Module Title	Developing People in Organisations	
Classification	Reading List entry	Electronic*
Essential	Mullins, L. (2019). <i>Organisational Behaviour in the Workplace. (Twelfth Edition)</i> , London: Pearson	☒
Essential	Dale, G. (2020) <i>Flexible Working: How to Implement Flexibility in the Workplace to Improve Employee and Business Performance</i> . London: Kogan Page	☒
Essential	Reed, D. (2015) <i>Skills of Management and Leadership: Managing People in Organisations</i> . London: Palgrave	☒
Further	Timms, P. (2020) <i>The Energized Workplace: Designing Organizations where People Flourish</i> . London: Konan Page	☒
Further	Truss, C., Mankin, D. and Clare, K. (2012) <i>Strategic Human Resource Management</i> . London: Oxford University Press	☐
Further	Hasson, G. and Butler, D. (2020) <i>Mental Health and Wellbeing in the Workplace: A Practical Guide for Employers and Employees</i> . Oxford: Capstone	☒
Further	Taylor, S. and Perkins, G. (2021) <i>Work and Employment in a Changing Business Environment</i> . London: Konan Page	☒
Further	Taylor, S. (2021) <i>Resourcing and Talent Management: The theory and Practice of Recruiting and Developing a Workforce</i> . London: Konan Page	☐
Further	Ashdown, L. (2018) <i>Performance management: A practical introduction</i> . London: Konan Page	☒
Further	Clutterbuck, D. (2019). <i>Everyone Needs a Mentor. (Fifth Edition)</i> . London: CIPD.	☒
Further	Dent, F. and Brent, M. (2015). <i>The Leader's Guide to Coaching and Mentoring: How to Use Soft Skills to get Hard Results</i> . New Jersey, USA: FT Publishing International	☒
Further	Liddle, D. (2017) <i>Managing Conflict: A Practical Guide to Resolution in the Workplace</i> . London: Konan Page	☒
Further	Parslow, E., Leedham, M. and Newell, D. (2022). <i>Coaching and Mentoring: Practical Techniques for Developing Learning and Performance. (Fourth Edition)</i> . Kogan Page Ltd: London.	☒
Further	Cook, M. (2016) <i>Personnel Selection: Adding Value Through People. (Fifth Edition)</i> . Chichester: John Wiley.	☒
Further	Henderson, I. (2017) <i>Human Resource Management for MBA and Business Masters</i> . London: Konan Page	☒
Further	Taylor, S. (2014) <i>Resourcing and Talent Management. (Sixth Edition)</i> . London: CIPD	☐
Further	CIPD (2015). <i>Annual survey report: learning and development</i> . London: CIPD	☒
Further	SAGE Organization Studies	☐

Module Code	BMSW7002
Title	Leaders in a Global Business
Date	08/12/2021
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To develop an understanding of the role and characteristics of a leader in a global context, identifying the differences between 'global' and 'domestic leadership'

LEARNING OUTCOMES

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

- Demonstrate systematic, extensive and comparative knowledge and understanding of the characteristics of successful global leaders
- Evaluate and interpret divergent international cultures within business and the impact of leaders
- Critically evaluate the challenges faced by leaders within global organisations
- Select and apply appropriate design tools and methods for the presentation of data and supporting images within a brochure

INDICATIVE CONTENT

- How organisations operate domestically and globally
- How global leadership competencies can be disseminated rapidly and effectively throughout the organization
- Key responsibilities of the leadership role within global organisations.
- Evaluate different leadership styles and how these translate on a global scale
- The value of leadership development to the success of global organisations
- Theories of international communication and the importance of relationship building
- The global mindset and connecting with individuals and organisations across boundaries
- Stakeholder expectations and the importance of understanding different modes of engagement with international markets and explore the interconnectedness between economic, legal, political, ecological and cultural environments in which organisations operate;
- Contemporary global issues, e.g. responsible stewardship, diversity, inclusion, ethics, culture and intercultural awareness.
- Concept of emotional intelligence and how it applies to the leadership role in global organisations

Study Time Allocation

The study time for the module is divided as follows:

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
Presentation of Pamphlet/Brochure	Presentation (15 minutes) of Pamphlet/Brochure (4 pages)	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW7002	
Module Title	Leaders in a Global Business	
Classification	Reading List entry	Electronic*
Essential	Abrahams, N.R. and Morgan. (2017), <i>Managing Cultural Differences: Global Leadership for the 21st Century</i> , UK: Routledge	☒
Essential	Liddle, D. (2021), <i>Transformational Culture</i> , UK: Kogan	☒
Essential	Morrison, J. (2016), <i>The Global Business Environment</i> , (Fourth Edition), UK: Palgrave	☒
Essential	Mullins, L.J. (2019), <i>Organisational Behaviour in the Workplace</i> , (Twelfth Edition), Harlow: Pearson	☒
Essential	Pullan, P. (2022), <i>Virtual Leadership</i> , (Second Edition), UK: Kogan	☒
Essential	Ramakrishnan, K. (2013), <i>Managerial Leadership in Multicultural Organisations</i> , uk: Prentice-Hall	☒
Essential	Spencer-Oatey, H (2020) <i>Global Leadership: Key Concepts and Frameworks</i> , in E.Jordans, B. Ng'weno and H. Spencer-Oatey, <i>Developing Global Leaders: Insights from African Case Studies</i> , UK: Palgrave.	☒
Essential	Yukl, G. and Gardner, W.L (2020), <i>Leadership in Organisations, Global Edition</i> , (Ninth Edition), England: Pearson	☒
Further	Dogru, C. (2020), <i>Leadership Styles</i> , Pennsylvania: IGI Global	☐
Further	Francis, R.D. and Bishop, S. (2015), <i>Global Business Ethics: Responsible Decision Making in An International Context</i> , London: Kogan	☐
Further	Meadenall, M. Osland, J. (Eds) and Bird, A. (2017), <i>Global Leadership: Research, Practice and Development</i> , UK: Routledge	☒
Further	Molinsky, A. (2013). <i>Global Dexterity</i> . Boston: Harvard Business Review Press.	☐
Further	Websites SAGE Organization Studies ILM Harvard Business Review World Economic Forum	☐

Module Code	BMSW7003
Title	Leading Digital and Strategic Change
Date	08/12/2021
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To enable students to develop a comprehensive understanding of the role of leaders in the implementation of digital strategies, especially in view of the rapid digitalisation of organisations.

LEARNING OUTCOMES

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

- Demonstrate knowledge and understanding of how leaders create a clear roadmap for developing and implementing their organisation's digital strategy.
- Synthesise the relationship between the external context of an organization and its internal context and their impact upon its strategic direction.
- Critically evaluate theoretical perspectives and approaches to change management with regard to rapid change of organizational strategies and ways of operating

INDICATIVE CONTENT

- Theoretical perspectives and approaches to change management in organizational environments.
- Learning organisations; the learning culture and change
- Resource, competence and strategic capability. The strategic importance of resources, core competences and organisation capabilities.
- The role of digital leaders in driving effective change within organisations and developing strategies to communicate, influence and engage with employees
- The role of innovation and entrepreneurial thinking for the current multidisciplinary environment of many organisations
- The roles and responsibilities of leaders in devising and implementing change, developing strategies for dealing with resistance to change
- Negotiation as a leadership practice
- The pace of digital technologies and their impact on organisations
- Leading through digital disruption
- The roles that will be replaced by technology and how leaders can support employees through this transition.
- Explore the integration of novel technologies into the workplace and where those technologies intersect with the psychology of human behaviour
- The role of technology in changing the competitive position of incumbents and new entrants.

Study Time Allocation

The study time for the module is divided as follows:

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
Report	5000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW7003	
Module Title	Leading Digital and Strategic Change	
Classification	Reading List entry	Electronic*
Essential	Siebel, T.M. (2019) <i>Digital Transformation: Survive and Thrive in an Era of Mass Extinction</i> . New York: RosettaBooks.	☒
Essential	Johnson, G., Scholes, K., Johnson, P.G. and Scholes, P.K. (2018) <i>Exploring Corporate Strategy: Text and Cases</i> . (Sixth Edition) Harlow: Financial Times Prentice Hall.	☒
Essential	Pullen, P. (2022), <i>Virtual Leadership – Practical Strategies for Getting the Best of Virtual Work and Virtual Teams</i> , (Second Edition), UK: Kogan	☒
Essential	Wittington, R. (2019), <i>Opening Strategy: Professional Strategists and Practice Change 1960 to Today</i> , Oxford: Oxford University Press	☒
Essential	Sandhu, K. (Ed.) (2020). <i>Digital Transformation and Innovative Services for Business and Learning</i> . UK: IGI Global.	☒
Essential	Soltanifar, M., Hughes, M. and Gocke, L. (2021), <i>Digital Entrepreneurship</i> , UK: Springer group	☒
Further	Adair, J. (2016). <i>Develop Your Leadership Skills</i> (Third Edition) <i>Creating Success</i> . London: Kogan Page	☒
	Bones, C. and Hammersley, J. (2015), <i>Leading Digital Strategy</i> , UK: Kogan	
Further	Dawson, P. and Andriopoulos, C. (2017), <i>Managing Change, Creativity and Innovation</i> , (Third Edition), London: SAGE	☒
Further	Kouzes, J.M. & Posner, B.Z. (2017) <i>The Leadership Challenge</i> , (Fourth Edition), San Francisco: Jossey – Bass.	☒
Further	Paulus, P., & Nijstad, B. (Eds.), <i>Group Creativity: Innovation through Collaboration</i> . Oxford: Oxford University Press.	☒
Further	Stadler, S., (2019). <i>Conflict, Culture and Communication</i> , Milton: Routledge.	☒
Further	Tidd, J. and Bessant, J.R. (2018), <i>Managing Innovation: Integrating Technological, Market and Organisational Change</i> , (Sixth Edition), UK: Wiley	☐
Further	Wyatt, S. (2020), <i>Leadership and Management in the 4th Industrial Revolution</i> , London: Kogan	☒
Further	Harvard Business Review World Economic Forum Business Source Complete	☐

Module Code	BMSW7004
Title	Research Methods
Date	08/12/2021
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- The aim of this module is for students to develop a problem solving approach to research to facilitate their production of a valid and reliable postgraduate dissertation.

LEARNING OUTCOMES

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

- Critically evaluate the role of theory in shaping and interpreting research;
- Critically evaluate approaches to reliability, validity and bias in social research;
- Examine fully the ethical considerations in social research and develop research designs that meet a higher standard of ethical practice.
- Critique communications and demonstrate a mastery of scholarship by constructing effective modes of communication according to the target audience.

INDICATIVE CONTENT

Core lectures on the principles and philosophy of postgraduate research:

- Research principles and approaches (e.g. the research process, purpose, sources of data including primary/secondary research, quantitative/qualitative data, objective/hypothesis formation, reliability, validity)
- Critical evaluation of qualitative, quantitative and mixed-methods research methodologies will be undertaken in relation to the methods, instruments and techniques that can be used.
- Theory, Paradigms, Epistemology, Ontology and Axiology – the Philosophical underpinnings of research;
- bias in research; reading and evaluating literature as a researcher; introductions to research design;
- Frameworks for conducting critical appraisals of professional and academic communications;
- Ethics in business research;
- Examine what makes an original and important research question. Linking to other research; applied social research; developing recommendations for evidence-based practice;
- Academic communication – academic conventions and styles of communication; conference presentations; journal and report writing; peer reviewing; presenting academic research to non-academic audiences.
- Research methodologies - historical, descriptive, correlational, comparative, experimental

- Survey design, questionnaires, sampling, statistical techniques, interviews, case studies, observation
- Project planning - project time scale control

Study Time Allocation

The study time for the module is divided as follows:

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
Presentation of a written research proposal	Presentation (12 minutes) Research proposal (3000 words)	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW7004	
Module Title	Research Methods	
Classification	Reading List entry	Electronic*
Essential	Bowen, G.A. (2009), 'Document Analysis as a Qualitative Research Method', <i>Quantitative Research Journal</i> , 9:2 pp. 27-40	☒
Essential	Cohen, L. Manion, L. and Morrison, K. (2017) <i>Research Methods in Education, (Eighth Edition)</i> London: Routledge	☒
Essential	Coghlan, D. (2019), <i>Doing Action Research in your Own Organisation</i> , (Fifth Edition), London: SAGE	☒
Essential	Cresswell, J. (2018), <i>Research Design: Qualitative, Quantitative and Mixed Methods</i> , (Fifth Edition), Los Angeles: SAGE	☒
Essential	O'Leary, Z. (2013) <i>Doing Your Research Project</i> (Second Edition), SAGE	☒
Essential	Thomas, G. (2017), <i>How to do your Research Project – A Guide for Students in Education and Applied Social Sciences</i> , (Third Edition), London: SAGE	☒
Further	Brinkmann, S. and Kvale, S. (2018) <i>Doing Interviews (Qualitative Research Kit)</i> . London: SAGE	☒
Further	Blemer, P. P., de Leeuw, E., Edwards, B., Lyberge, G., Lars, E., Tucker, N. and West, B. T (eds) (2017), <i>Total Survey Error In Practice: Improving Quality in the Era of Big Data</i> , New York: Wiley	☐
Further	Corti, L., Van den Eynden, V., Biship, L. and Woollard, M. (2020), <i>Managing and Sharing Research Data – A Guide to Good Practice, (Second Edition)</i> , London: SAGE	☒
Further	Hart, C. (1998), <i>Doing a Literature Review</i> , London: SAGE	☒
Further	Hart, C. (2005), <i>Doing your Masters Dissertation</i> , London: SAGE	☐
Further	Hennink, M., Hutter, I. and Bailey, A. (2020), <i>Qualitative Research Methods</i> , (Second Edition), London: SAGE	☒
Further	Hewson, C., Vogel, C. & Laurent, D. (2015), <i>Internet Research Methods</i> . London: SAGE	☐
Further	Kranzler, J. H. (2018) <i>Statistics for the Terrified</i> , (Sixth Edition), Upper Saddle River: Prentice Hall	☐
Further	Leedy, P. D. and Ormrod, J. E. (2012) <i>Practical Research Planning and Design</i> , (Tenth Edition), Boston: Pearson Education	☒
Further	Maylor, H. (2010) <i>Project Management</i> , Boston: Pearson Education	☒
Further	Saunders, M., Lewis, P. and Thornhill, A. (2019), <i>Research Methods for Business Students</i> , (Eighth Edition), Harlow: Pearson	☐
Further	Wheater, C.P. & Cook, P.A. (2015) <i>Using Statistics to Understand the Environment</i> , UK: Routledge	☒
Further	Wolf, C., Joye, D., Smith, T. and Fu, Y. (2016), <i>The SAGE Handbook of Survey Methodology</i> , London: SAGE	☐

Module Code	BMSW7005
Title	The Tools of Leadership
Date	08/12/2021
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To explain the significance and nature of leadership and its role within organisations, exploring the tools and techniques used by successful leaders in different situations

LEARNING OUTCOMES

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

- Identify and evaluate the tools of leadership and explore different styles and forms of leadership.
- Critically evaluate the process and importance of leadership development
- Demonstrate a systematic, extensive and comparative knowledge and understanding of a number of advanced and emerging issues in leadership and detail situational forces in the leadership situation.
- Critically appraise theories and approaches to leadership and at the same time reflect on personal leadership aspects and own approaches to the role of leader.

INDICATIVE CONTENT

- The significance of leadership and leadership effectiveness
- Overview of team building skills, mentorship programmes, conflict resolution and decision making skills.
- Repertoire of leadership styles in different situations with different people within organisations.
- Models and frameworks of leadership with consideration of the appropriateness of each to differing organisational contexts
- Concept of emotional intelligence and how it applies to the leadership role
- Importance of understanding one's own strengths and limitations as a leader
- The impact and effect of toxic leaders upon organisational performance and culture
- The role and feasibility of Leadership Development programmes
- Adaptive leadership which focuses on how individuals lead without or beyond authority to address complex problems.

Study Time Allocation

The study time for the module is divided as follows:

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
Report	5000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW7005	
Module Title	The Tools of Leadership	
Classification	Reading List entry	Electronic*
Essential	Adair, J. (2009), <i>Leadership and Motivation</i> , London: Kogan	☒
Essential	Adair, J. (2009), <i>Leadership for Innovation</i> , London: Kogan	☒
Essential	Adair, J. (2010), <i>Strategic Leadership</i> , London: Kogan	☒
Essential	Newman, A. (2019) <i>Compassion: Caring for Others and Ourselves - Building Leadership Character</i> , Thousand Oaks: SAGE	☒
Essential	Yukl, G. and Gardner, W.L (2020), <i>Leadership in Organisations, Global Edition</i> , (Ninth Edition), USA: Pearson	☒
Further	Armstrong, M. (2016), <i>Armstrong's Handbook of Management and Leadership for HR</i> , (Fourth Edition), London: Kogan Page	☐
Further	Gell, A. (2016), <i>The Book of Leadership</i> , UK: Piatkus	☐
Further	Gopee, N. and Galloway, J. (2017), <i>Leadership and Management in Healthcare</i> , (Third Edition), London: SAGE	☒
Further	Johnson, C.E. (2019) <i>Meeting the Ethical Challenges of Leadership</i> , (Seventh Edition), USA: SAGE	☒
Further	Van Wart, M. (2017), <i>Leadership in Public Organisations – An Introduction</i> , (Third Edition), Oxon: Routledge	☒
Further	West, M. (2021) <i>Compassionate Leadership: Sustaining Wisdom and Presence in Health and Social Care</i> , UK: The Swirling Leaf Press	☒
	ILM. (2021), Institute for Leadership and Management, [online] available at: https://www.i-l-m.com/	
	Harvard Business Review	

Module Code	BMMB7003 / BMMB7003D
Title	Dissertation
Date	26/04/2018
Level	7
Credits	60
Pre-Requisites	

AIM(S)

- To develop a critical and systematic understanding of the application of research methodologies, and an ability to frame a research proposal.
- To develop a systematic understanding of how to report research results in written format to an academic and/or professional audience, and to further develop the student's capacity for critical analysis and independent thought.

LEARNING OUTCOMES

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

- prepare a research/independent study proposal that provides evidence that the topic to be studied is worth addressing; that the way the proposal addresses the topic is both appropriate and feasible in terms of intended activities, outcomes and resources and thus establishes its importance to both academic and professional communities;
- plan, manage and execute an in-depth research, inquiry or investigation with a business and/or management focus by applying the principles of research design and appropriate methodology selection to the formulation of a research question including, where appropriate, formal hypotheses that can be tested, and the selection of appropriate research methods for answering these questions;
- demonstrate the ability to conduct research under supervision in a business and management context including the ability to critically review published literature, show conceptual and theoretical understanding, identify research problems, use project management skills to budget, manage time and other resources, handle data, interpret results and disseminate findings in a way that is consistent with professional business and management practice and normal principles of research ethics;
- exhibit the analytical, numerical, literacy, communication and computer skills to enable critical research to be undertaken and be able to apply those transferable skills to develop research-based inquiry in future employment settings.

INDICATIVE CONTENT

- The complexities and practical issues of business and management research: independent learning and development; stakeholder interests and ethical considerations; the investigative process; philosophical considerations; the use of theory; the importance of on-going clear communication.
- The importance of clear aims and objectives: project management, use of project management skills to budget, manage time and other resources, building and managing relationships; learning and reflection, reviewing and judging.

- Exploring the literature, writing a literature review, critically reviewing published literature, showing conceptual and theoretical understanding, identifying research problems and questions.
- Choosing a research method, data collection and sampling, data analysis and interpreting results, reliability and validity of data, evidence-based approach; disseminating findings in a way that is consistent with professional business and management practice. Drawing valid conclusions and recommendations. Reflecting on the research process and outcomes and the learning experience.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	30	5%
Independent learning	570	95%
Placement learning	0	0%
TOTAL	600	100%

ASSESSMENT

Assessment Component 1

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Formative Research Proposal and Dissertation	15000 words	100%

Assessment Summary

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

READING LIST

Module Code	BMMB7003 / BMMB7003D	
Module Title	Dissertation	
Classification	Reading List entry	Electronic*
Essential	Bryman, A. and Bell, E. (2015) <i>Business Research Methods</i> . Oxford OUP.	☐
Essential	Collis, J. and Hussey, R. (2013) <i>Business Research, A Practical Guide for Undergraduate and Post Graduate Students</i> . 4th ed. Palgrave Macmillan: London.	☐
Essential	Creswell, J. W. (2015) <i>A Concise Introduction to Mixed Method Research</i> . Sage.	☐
Essential	Field, A. (2009) <i>Discovering Statistics Using SPSS: (and sex and drugs and rock 'n' roll)</i> . 5th ed. London: Sage.	☐
Essential	Kozinets, R.V. (2015) <i>Netnography Redefined</i> . 2nd edn. London: Sage.	☐
Essential	Pallant, J. (2016) <i>SPSS Survival Manual</i> . Allen and Unwin.	☐
Essential	Saunders, M., Lewis, P. and Thornhill, A. (2016) <i>Research Methods for Business Students</i> . 7th edn. FT/Prentice Hall: Harlow.	☐
Further	Bell, J. (2010) <i>Doing Your Research Project: a guide for first time researchers in education</i> . Open University Press: Maidenhead.	☐
Further	Cottrell, S. (2011) <i>Critical Thinking Skills: Developing Effective Analysis and Argument</i> . 2nd edn. Palgrave Study Guides, Palgrave Macmillan: Basingstoke.	☐
Further	Denscombe, M. (2012) <i>Research Proposals: A Practical Guide</i> . Open University Press: Maidenhead.	☐
Further	Duignan, J. (2014) <i>Quantitative Methods for Business Research using Microsoft EXCEL</i> . Cengage Learning.	☐
Further	Field, A. (2013) <i>Discovering Statistics using IBM SPSS Statistics</i> . 4 th edn. London: Sage.	☐
Further	Greetham, B. (2009) <i>How to Write Your Undergraduate Dissertation</i> . Basingstoke: Palgrave Study Skills.	☐
Further	Gray, D. (2017) <i>Doing Research in the Business World</i> . London: Sage.	☐
Further	Levin, P. (2005) <i>Excellent Dissertations</i> . Open University Press.	☐
Further	Majchrzak, A. and Markus, M. L. (2014) <i>Methods for Policy Research: Taking socially responsible action</i> . 2 nd edn. Thousand Oaks, CA: Sage.	☐
Further	Richards, L. (2015) <i>Handling Qualitative Data</i> . London: Sage.	☐
Further	Robson, C (2011) <i>Real World Research</i> . 3rd edn. John Wiley and Sons: Chichester.	☐

Module Code	BMMB7003 / BMMB7003D	
Module Title	Dissertation	
Classification	Reading List entry	Electronic*
Further	Sherbaum, C. and Shockley, K. (2015) <i>Analysing Quantitative Data for Business and Management Students</i> . Sage.	☐
Further	Silverman, D. (2016) <i>Qualitative Research</i> . 4th edn. Sage .	☐
Further	Stewart, C.J. and Cash, W.B. Jr (2017) <i>Interviewing: Principles and Practices</i> . 15 th edn. New York: McGraw-Hill.	☐
Further	Wood, M. (2003) <i>Making Sense of Statistics: A Non-mathematical Approach</i> . Basingstoke: Palgrave Study Guides, Palgrave Macmillan.	☐
Further	Yin, R. K. (2014) <i>Case Study Research: Design and Methods</i> . 5 th edn. Thousand Oaks, CA: Sage.	☐