



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

MODULE DIRECTORY

BA (Hons) Developing Leadership and Management

Diploma of Higher Education Developing Leadership and Management

Certificate of Higher Education Employability Skills

LEVEL 4 - 6

ACADEMIC DISCIPLINE: Business

INSTITUTE OF MANAGEMENT AND HEALTH

2023-2024

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INTRODUCTION

This Module Directory includes all the modules for Level 4 - 6 within the BA Developing Leadership and Management programme in the academic year 2023-2024.

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	BMSW4013
Title	Academic Skills for the Digital Era
Date	11/08/2023
Level	4
Credits	20
Pre-Requisites	None

AIM(S)

- To develop the foundational concepts and practical application of essential academic skills.

LEARNING OUTCOMES

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

- analyse published literature relating to a specific topic or subject area and produce a fully referenced, appropriately structured academic report;
- reflect on their learning using recognised models of reflection;
- research and present their findings in a variety of formats on a range of employability skills and collect and analyse feedback on their delivery.

INDICATIVE CONTENT

- Strategies and techniques to establish effective study routines.
- Principles of academic writing in theory and practice, encompassing formal writing structure, critical writing, referencing and evidence gathering.
- Applicable technologies for learning and academic presentation in written and visual formats.
- Principles for reflection within a personal and academic context.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	48	24%
Independent learning	152	76%
Placement learning	0	0
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (*Tick one*)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
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E-portfolio	3 elements (1500 words equivalent)	50%
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Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Assessment	1500 word reflection	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW4013	
Module Title	Academic Skills for the Digital Era	
Classification	Reading List entry	Electronic*
Essential	Cottrell. (2019). The study skills handbook (Fifth edition.). Macmillan Education UK.	☒
Essential	Pears. (2019). Cite them right : the essential referencing guide. (Shields, Ed.; Eleventh revised and expanded edition., p. online resource; Collection; Selected package). Bloomsbury Academic.	☒
Further	Cottrell. (2010). Skills for success : the personal development planning handbook (2nd ed.). Palgrave Macmillan.	☒
Further	Levin. (2009). Write great essays [electronic resource] (2nd ed., p. 1 online resource (185 p.)). Open University Press.	☒
Further	Pritchard. (2008). Studying and learning at university [electronic resource] : vital skills for success in your degree (p. 1 online resource (225 p.)). Sage Publications.	☒
Further	Van Emden. (2016). Presentation skills for students (Becker, Ed.; Third edition., p. 1 online resource (vii, 166 pages). Palgrave.	☒

Module Code	BMSW4008
Title	Digital Skills for Personal Development and Business Growth
Date	08/12/2021
Level	4
Credits	20
Pre-Requisites	None

AIM(S)

- To develop competency engaging with digital platforms for personal and business growth

LEARNING OUTCOMES

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

- Evaluate the appropriate use of contemporary technologies to improve workplace efficiency and employability;
- Demonstrate an understanding of using digital technology to enhance a personal brand capability
- Develop digital competency for task and project management;
- Develop competence in workplace data-handling and analysis

INDICATIVE CONTENT

- Modern workplace communications systems, including email and social networking;
- Professional platforms for project planning
- Web-based and mobile applications within the workplace;
- Legal, ethical and security issues, including the ethical implications of gathering information within the context of data protection;
- Converting raw data into valuable insights for decision-making
- Sources of information to solve workplace problems;
- Numeracy, knowledge and reasoning as an integral part of most employment areas, including an appreciation of the use of basic statistics in the interpretation and analysis of data;
- Basic numerical data-handling through the use of Microsoft Excel

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
E-Portfolio	4 elements	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW4008	
Module Title	Digital Skills for Personal Development and Business Growth	
Classification	Reading List entry	Electronic*
Essential	<i>Digital Literacy Unpacked</i> , edited by Katharine Reedy, and Jo Parker, Facet Publishing, 2017. <i>ProQuest Ebook Central</i> , https://ebookcentral.proquest.com/lib/trinity/detail.action?docID=5490897 .	☒
Essential	Dadwal, S. S. (Ed.). (2020). <i>Handbook of Research on Innovations in Technology and Marketing for the Connected Consumer</i> . IGI Global. http://doi:10.4018/978-1-7998-0131-3	☒
Essential	Byrd, L. S. (Ed.). (2021). <i>Cultivating Entrepreneurial Changemakers Through Digital Media Education</i> . IGI Global. http://doi:10.4018/978-1-7998-5808-9	☒
Essential	Sandhu, K. (Ed.). (2020). <i>Digital Transformation and Innovative Services for Business and Learning</i> . IGI Global. http://doi:10.4018/978-1-7998-5175-2	☒
Essential	Pinto, F. M., & Guarda, T. (Eds.). (2020). <i>Digital Marketing Strategies and Models for Competitive Business</i> . IGI Global. http://doi:10.4018/978-1-7998-2963-8	☒
Essential	Soltanifar, M., Hughes, M., Gocke, L., (2021), <i>Digital Entrepreneurship</i> , Springer group. http:// 10.1007/978-3-030-53914-6	☒
Essential	Burgess, J., Marwick, A. and Poell, T.2018. <i>The SAGE Handbook of Social Media</i> . 55 City Road, London: SAGE Publications Ltd. Available at: < http://www.doi.org.ezproxy.uwtsd.ac.uk/10.4135/9781473984066 > [Accessed 20 Jul 2021].	☒
Further	Hooley, T., Marriott, J., & Wellens, J. (2012). <i>What is Online Research?: Using the Internet for Social Science Research</i> (The 'What is?' Research Methods Series). London: Bloomsbury Academic. Retrieved July 20, 2021, from http://dx.doi.org/10.5040/9781849665544	☒

Module Code	BMSW4008	
Module Title	Digital Skills for Personal Development and Business Growth	
Classification	Reading List entry	Electronic*
Further	(2003-09-25). Paulus, P., & Nijstad, B. (Eds.), Group Creativity: Innovation through Collaboration. : Oxford University Press. Retrieved 20 Jul. 2021, from https://oxford-universitypressscholarship-com.ezproxy.uwtsd.ac.uk/view/10.1093/acprof:oso/9780195147308.001.0001/acprof-9780195147308 .	☒
Further	Bencsik, A. (Ed.). (2017). <i>Knowledge Management Initiatives and Strategies in Small and Medium Enterprises</i> . IGI Global. http://doi:10.4018/978-1-5225-1642-2	☒

Module Code	BMSW4009
Title	Effective Teamworking and Communication
Date	08/12/2021
Level	4
Credits	20
Pre-Requisites	None

AIM(S)

- To introduce students to strategies for effective team working.
- To develop students' awareness of the range of communication skills integral to success within the workplace.

LEARNING OUTCOMES

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

- apply the main theories relating to group dynamics, team working and communication to their own workplace examples;
- analyse and apply team working theories and models

INDICATIVE CONTENT

Through task-based study, students will explore:

- working collaboratively: shared ownership, responsibility and issues related to confidentiality;
- negotiating and developing ideas;
- group dynamics theories;
- theories of team structures, such as Belbin and Tuckman;
- group strategies: shared objectives, group agreements, meaningful schedules and effective delegation.
- role of leadership and management
- inter-personal communication including: body language, active listening, personal presentation and context awareness;
- written communication: formats and structures;
- strategies for improving clarity of expression, grammar, syntax and punctuation;
- presentation formats and structures;
- communication with an audience using visual and electronic resources

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

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Group presentation supported by individual written report	group presentation (5 minute individual contribution) supported by an individual 1500 word report	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW4009	
Module Title	Effective Teamworking and Communication	
Classification	Reading List entry	Electronic*
Essential	Mullins, L.J. & Christy, G., (2016). Management & organisational behaviour Eleventh.(11 th Edition). Harlow:Pearson	☒
Essential	Belbin, R. M., (2010) Team roles at work, (2nd edition). London: Routledge	☒
Essential	Tuckman, B.W. and Harper, B.E. (2012) Conducting educational research. 6th edn. United States: Rowman & Littlefield Publishers.	☒
Essential	Stadler, S., (2019). Conflict, Culture and Communication, Milton: Routledge.	☒
Further	Adair, J.E., (2015). Effective teambuilding : how to make a winning team (revised.edition). London : Pan Books	☐
Further	Quintanilla, K.M. & Wahl, S.T., (2020). Business and professional communication: KEYS for workplace excellence (4 th edition). Los Angeles : SAGE ©2020	☐
Further	Tannenbaum, S.I. & Salas, E., (2021). Teams that work :the seven drivers of team effectiveness, New York: Oxford University Press	☒
Further	Belbin, R. M & Belbin, R. Meredith, 2010. Management teams why they succeed or fail 3rd ed., Amsterdam ; Oxford: Butterworth-Heinemann.	☒
Further	Duck, S. & McMahan, D.T., 2021. Communication in everyday life : a survey of communication (4 th Edition), Los Angeles : SAGE	☐

Module Code	BMSW4011
Title	Managing Enterprise
Date	08/12/2021
Level	4
Credits	20
Pre-Requisites	None

AIM(S)

- To develop an awareness of enterprise, including self-employment and the skills required to set up a successful business.

LEARNING OUTCOMES

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

- Develop a business idea and prepare and present an appropriate business plan
- Demonstrate a range of business skills and knowledge
- Evaluate own strengths and challenges when implementing the business plan

INDICATIVE CONTENT

- Entrepreneurship and self-employment.
- Working practices and individual skill set to set up a viable business.
- Key elements of a business plan e.g. ownership and control, marketing, finance, human and physical resources
- Use of online marketing
- External speakers with expertise in setting up companies or establishing themselves as self-employed practitioners will be invited to contribute to the delivery of this module.

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
(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual presentation of a written business plan with individual reflection	Individual presentation (10 minutes per individual) and 1000 word plan per individual and 500 words individual reflection	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW4011	
Module Title	Managing Enterprise	
Classification	Reading List entry	Electronic*
Essential	Business Wales.(2021), Business Advice in Wales, [online] available at: http://businesswales.gov.wales/	☒
Further	ACAS.(2021), Help and advice for employers and employees, [online] available at: http://www.acas.org	☒
Further	Blythe, J. (2019). Essentials of marketing communications. 7th edn. Harlow: Financial Times/ Prentice Hall.	☐
Further	Careers Wales. (2021), Careers advice in Wales, [online] available at: http://www.careerswales.com	☒
Further	Morgan, P. (2016). The Business Student's Guide to Study and Employability. Sage Publications	☐
Further	ILM. (2021), Institute for Leadership and Management, [online] available at: https://www.i-l-m.com/	☒
Further	Johnson, G., Scholes, K., Johnson, P.G. and Scholes, P.K. (2018) Exploring corporate strategy: Text and cases. 6th edn. Harlow, England: Financial Times Prentice Hall.	☐
Further	Kotler, P., Armstrong, G., Harris, Lloyd C, He Hongwei (2019) Principles of marketing Harlow, U,K, Pearson Education	☐
Further	Zimmerer, T.W. & Scarborough, N.M. (2017) Essentials of Entrepreneurship 6 th edition Prentice Hall New Jersey	☐

Module Code	BMSW4014
Title	Problem Solving and Innovation
Date	11/08/2023
Level	4
Credits	20
Pre-Requisites	None

AIM(S)

- To develop the concept of creativity and innovation to establish a holistic understanding of the working environment toward combating problems, and the development of resilient solutions.

LEARNING OUTCOMES

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

- identify and evaluate contemporary issues and their impact on today's environment;
- gather and interpret information to understand a problem;
- demonstrate understanding of approaches to innovation to generate solutions;
- evaluate options to make a decision.

INDICATIVE CONTENT

- The role and impact of socio-economic factors on performance, through the theoretical and practical application of Micro, through Macro and Mega Environmental analysis.
- How creativity and out-of-the-box thinking can be used to generate innovative approaches to problem-solving through theoretical and practical application.
- Using theory and analysis to develop a deeper understanding of information to build strategic approaches in theory and practice.
- The process of innovation and environmental analysis to overcome risk and add value within an organisational context.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	48	24%
Independent learning	152	76%
Placement learning	0	0
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Assessment	1500 words or equivalent	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Group Presentation with supporting notes	5 minutes with 500 word supplementary notes	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW4014	
Module Title	Problem Solving and Innovation	
Classification	Reading List entry	Electronic*
Essential	Proctor. (2018). Creative Problem Solving for Managers : Developing Skills for Decision Making and Innovation (Fifth edition.). Routledge.	☒
Essential	Adair. (2016). Decision making and problem solving : break through barriers and banish uncertainty at work (Fourth edition.). Kogan Page.	☒
Essential	Marchau, Walker, W. E., Bloemen, P. J. T. M., & Popper, S. W. (2019). Decision Making under Deep Uncertainty: From Theory to Practice. Springer International Publishing AG.	☒
Further	McClelland. (1988). Human Motivation. https://doi.org/10.1017/CBO9781139878289	☒
Further	Glenn Llopis. (n.d.). The 4 Most Effective Ways Leaders Solve Problems. https://www.forbes.com/sites/glennllopis/2013/11/04/the-4-most-effective-ways-leaders-solve-problems/#71a341c84f97	☒
Further	Mayer. (1983). Thinking, problem solving, cognition . WH Freeman.	☒
Further	Paulus, Nijstad, B. A., & Nijstad, B. A. (2003). Group Creativity: Innovation through Collaboration (Paulus & B. A. Nijstad, Eds.). Oxford University Press. https://doi.org/10.1093/acprof:oso/9780195147308.001.0001	☒
Module Code	BMSW4012	

Title	Professional Career Development
Date	08/12/2021
Level	4
Credits	20
Pre-Requisites	None

AIM(S)

- To introduce the student to strategies for personal reflection and career development planning

LEARNING OUTCOMES

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

- Demonstrate the employability skills and knowledge needed for professional development;
- Demonstrate readiness for employability and personal advancement through an understanding of personal strengths and areas for further development;
- Establish employment goals and develop a personal action plan.
- Critically evaluate recruitment and selection process

INDICATIVE CONTENT

- Concepts of self-awareness and the various approaches to self-assessment and learning.
- The application of background questionnaires and identify personal learning preferences.
- An analysis of personal strengths, weaknesses and tools to support professional development planning.
- Ideas relating to the concept of personal confidence, studying and thinking independently.
- Strategies for exploring employment options acquiring, selecting and collating information from a range of sources.
- An introduction to strategies for career advancement: staff recruitment, job evaluation, person specifications, job specifications, interviewing, induction, mentoring, appraisal and retention issues.
- Development of students' confidence and readiness for employability such as responsibility and accountability; interpersonal relationships; effective means for communication; reliability.
- Reference to relevant procedures and employment legislation.

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
A practical professional development exercise (such as role-playing interviewee and interviewer for a role linked to their personal goals) supported by a reflective written account	10 minutes per student for the practical exercise supported by 1500 words individual reflection or equivalent	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW4012	
Module Title	Professional Career Development	
Classification	Reading List entry	Electronic*
Essential	Mullins, L.J. & Christy, G., (2016). Management & organisational behaviour (11th edition). Harlow: Pearson	☒
Essential	Cottrell, S. (2015) Skills for Success: The Personal Development Planning Handbook (3rd edition). Hampshire: Palgrave MacMillan.	☒
Essential	Bedford, D. & Wilson, E., (2020). Study skills for foundation degrees (3rd edition). London: Routledge.	☒
Essential	Burroughs, C., (2018). The Return to Study Handbook: Study Skills for Mature, Distance, and Workplace Learners. London: KoganPage.	☒
Further	Cameron, S., (2016). The business student's handbook: skills for study and employment (6 th edition). Harlow: Pearson	☐
Further	Gallagher, K., (2016). Essential study and employment skills for business and management students (3rd edition). Oxford : Oxford University Press	☐
Further	National Careers Service (2021) Preparing for an interview. [online] Available at: https://nationalcareers.service.gov.uk/careers-advice/interview-advice	☒
Further	Dawson, C., (2014). The Mature Student's Study Guide Essential Skills for Those Returning to Education or Distance Learning, New York: Constable & Robinson.	☒
Further	Prospects. (2021) Career advice [online] Available at https://www.prospects.ac.uk/careers-advice/getting-a-job/how-to-choose-a-career	☒

Module Code	BMSW5007
Title	Building a Sustainable Marketing Relationship

Date	08/12/2021
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To critically demonstrate the importance of the relationship between organisations and the customer.

LEARNING OUTCOMES

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

- Critically discuss the importance of customer centrality within the marketing relationship.
- Critically describe the influence of customer relationship management on organisations and customers.
- Explain the importance of managing customer expectations to ensure sustainability within marketing relationship.
- Identify the impact digital and social media marketing has on organisations and the customer marketing relationship.

INDICATIVE CONTENT

- Introduction to Marketing.
- The importance of customer centrality to a marketing relationship between organisations and customers.
- The influence on organisations and customers of the value proposition.- Examining pricing strategies, segmentation, market growth and market share, differentiation.
- Developing the relationship through managing customer expectations-Methods used to engage with the customer- direct data collection, information on competitors, ensure you are meeting the 4 C's of customer needs, influence of organisation ethical and sustainable policies and practice on customers.
- Impact of digital and social media marketing on sustainable marketing relationships. Move from physical store engagement to online experience, the difference between digital and social media, Introduction of social media influencers.

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
Individual Presentation supported by Report	Presentation 15 minutes Report 2000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW5007	
Module Title	Building a Sustainable Marketing Relationship	
Classification	Reading List entry	Electronic*
Essential	Buttle, F. (2019) <i>Customer Relationship Management: Concepts and Technologies</i> . 4th edition. [Online]. Routledge. Available from: https://www.amazon.co.uk/Customer-Relationship-Management-Concepts-Technologies/dp/1138498254/ref=sr_1_4?dchild=1&keywords=buttle+relationship+marketing&qid=1625842681&sr=8-4 .	☒
Essential	Sheridan, M. (2019) <i>They Ask, You Answer: A Revolutionary Approach to Inbound Sales, Content Marketing, and Today's Digital Consumer</i> . [Online]. Available from: https://www.amazon.co.uk/They-Ask-You-Answer-Revolutionary/dp/1119610141/ref=sr_1_2?dchild=1&keywords=They+Ask%2C+You+Answer%3A+A+Revolutionary+Approach+to+Inbound+Sales%2C+Content+Marketing%2C+and+Today%E2%80%B2s+Digital+Consumer&qid=1625843499&sr=8-2 .	☒
Essential	Gary Armstrong, P.K. (2020) <i>Marketing: An Introduction, Global Edition</i> . 14th edition. [Online]. Pearson. Available from: https://www.amazon.co.uk/Marketing-Introduction-Global-Gary-Armstrong/dp/1292294868/ref=sr_1_1?dchild=1&keywords=9781292294865%2C&qid=1626186717&s=books&sr=1-1 .	☒
Further	Lee, L. & Charles, V. (2021) The impact of consumers' perceptions regarding the ethics of online retailers and promotional strategy on their repurchase intention. <i>International journal of information management</i> . [Online] 57, 102264–. Available from: doi:10.1016/j.ijinfomgt.2020.102264 .	☒
Further	Deszczyński, B. (2021) <i>Firm Competitive Advantage Through Relationship Management: A Theory for Successful Sustainable Growth</i> . Cham, Springer International Publishing AG.	☐
	Naresh K Malhotra, J.A. (2020) <i>Customer Relationship Marketing: Theoretical And Managerial Perspectives</i> . [Online]. World Scientific Publishing Company. Available	

Module Code	BMSW5007	
Module Title	Building a Sustainable Marketing Relationship	
Classification	Reading List entry	Electronic*
	from: https://www.amazon.co.uk/Customer-Relationship-Marketing-Theoretical-Perspectives/dp/1944659749/ref=sr_1_1?keywords=Customer+Relationship+Marketing%3A+Theoretical+And+Managerial+Perspectives&qid=1626185943&sr=8-1 .	
Further	MarketLine (Firm) (ed.) (n.d.) <i>MarketLine Advantage</i> .	☒
Further	4 traits of successful marketers HSTalks (uwtsd.ac.uk)	☒
Further	Relationship marketing HSTalks (uwtsd.ac.uk)	☒
Further	Influencer marketing: introduction from an influencer HSTalks (uwtsd.ac.uk)	☒

Module Code	BMSW5013
Title	Creativity and Innovation
Date	11/08/2023
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To develop the concepts and practice of creativity and value creation to aid innovative organisational operations.

LEARNING OUTCOMES

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

- demonstrate knowledge and understanding of organisation logistics, innovation and creativity to develop value creation within an operations context;
- apply creative thinking within a work-based or academic context to develop novel solutions and/or value creation to an identified operational problem;
- write a report which investigates an identified problem within the operations of an organisation and offers innovative and creative solutions which add value.

INDICATIVE CONTENT

- 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 and creative thinking.
- The role of creativity within the innovation process, including emergent and prospective models of innovation.
- Innovation in individuals and groups including the factors that drive individual, group/team innovation, innovation implementation and creativity, and models of team innovation.
- The determinants of organisational innovation and organisational design.
- The concepts and processes of closed v. open innovation.
- Inter-organisational innovation, including value constellations, drivers, success factors, typologies and implications.
- The process of innovative organisation logistics to add value to operations.
- The impact of increasing costs and complexity of Research and Development.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	48	24%
Independent learning	152	76%
Placement learning	0	0
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Assessment	4,000 words or equivalent	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW5013	
Module Title	Creativity and Innovation	
Classification	Reading List entry	Electronic*
Essential	Tidd, Joseph. (2018) Managing Innovation: integrating technological, market and organizational change, 7 th edition, Wiley. Hoboken	☒
Essential	Manners-Bell, J, Lyon, K. (2022) Logistics and Supply Chain Innovation: A practical guide to disruptive technologies and new business models. 2 nd edition, Kogan Page	☐
Further	Turner, E. (2020) Be Less Zombie: How great companies create dynamic innovation, fearless leadership and passionate people. John Wiley & Sons.	☐
Further	Trott, Paul., 6th edition (2017) Innovative management and new product development. Pearson. Harlow, England.	☐
Further	Chesbrough. (2014) New Frontiers in Open Innovation Oxford University Press. Oxford..	☐
Further	Foss, Nicolai J. (2015) Business Model Innovation: the organisation dimension, 1 st edition, Oxford University Press, Oxford	☐

Module Code	BMSW5014
Title	Developing a Research Proposal
Date	11/08/2023
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To provide the learner with knowledge and understanding of a variety of research methods with consideration for ethical research behaviour.

LEARNING OUTCOMES

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

- develop aims and objectives for a proposed research project;
- critically compare and contrast research methodologies;
- analyse the importance of ethical behaviour within the research process;
- produce a proposal for a research project which demonstrates effective oral and written skills.

INDICATIVE CONTENT

- Quantitative, Qualitative and Mixed Methodologies for effective research.
- Best practice for Research Proposal writing.
- Ethical considerations for research.
- Planning a research project- Methodology, Literature Review, Data Collection and Analysis.
- Designing and configuring a research question.

Study Time Allocation

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	48	20%
Independent learning	152	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Report and presentation based on a proposal for a research project.	Report 2000 words 15 minute presentation	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW5014	
Module Title	Developing a Research Proposal	
Classification	Reading List entry	Electronic*
Essential	Bell, J., & Waters, S (2018) Doing your research project: a guide for first-time researchers. 7th edition. Maidenhead: Open University Press.	☒
Essential	Denscombe, M (2019) Research Proposals; a practical guide. 2 nd edition. Maidenhead: Open University Press	☐
Further	Cresswell, J.W., & J.D. (2018) Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 5 th edn. London: SAGE	☐
Further	Dawson, C (2019) Introduction to Research Methods: a practical guide for anyone undertaking a research project. 5 th edition. Robinson	☐
Further	Flick, U (2014) An Introduction to Qualitative Research, London: SAGE	☐
Further	Gibbs, G.R.(2018) Analysing Qualitative Data. London: SAGE	☐

Module Code	BMSW5009
Title	Managing Projects in the Organisation
Date	08/12/2021
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To develop the understanding and ability to manage projects within the workplace.
- To develop knowledge and critical understanding of project management tools & techniques.

LEARNING OUTCOMES

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

- Critically assess the usefulness of project management tools and techniques for managing a project within an organisation;
- Plan the implementation of a project of appropriate complexity within a workplace;
- Critically evaluate own ability to manage a project.

INDICATIVE CONTENT

- Project sponsors, stakeholders and scope.
- Tools & techniques of project management.
- Project communication methods.
- Benefits of project management.
- Characteristics of project managers.
- Appreciation of soft skills e.g. leadership, management and communication
- Organisational structures to support projects.
- Types of project; the project life cycle.
- Risk management techniques.
- Stakeholder analysis.

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
Blogs: A group presentation of a Project Plan in response to a project scenario	5 blogs per person totalling 1000 words looking at progress of project implementation, plus 5 minutes individual contribution, as a part of a group presentation	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written report	2000 words	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW5009	
Module Title	Managing Projects in the Organisation	
Classification	Reading List entry	Electronic*
Essential	Clegg, S. R., Skyttermoen, T., and Vaagaasar, A.L. (2020) Project Management: A Value Creation Approach, London: Sage	☒
Essential	Heagney, J., (2016). Fundamentals of project management (5th Edition) New York : AMACOM American Management Association	☒
Essential	Hollister, S. (2017) Project Management: A Quick Start Beginners Guide For Easily Managing Projects The Right Way: Createspace Independent Publishing Platform	☒
Further	Kidston, P., Haward, K. & Association for Project Management, (2015). Planning, scheduling, monitoring and control : the practical project management of time, cost and risk, Buckinghamshire: Association For Project Management.	☐

Module Code	BMSW5009	
Module Title	Managing Projects in the Organisation	
Classification	Reading List entry	Electronic*
Further	Wysocki, R.K., Kaikini, S. & Sneed, R., (2014). Effective project management : traditional, agile, extreme (7 th Edition), Indianapolis: Wiley	☒
Further	Heerkens, G. (2015). Project management (A briefcase book). New York: McGraw-Hill.	☐
Further	Meredith, J. & Mantel, S. (2009) Project Management: A Managerial Approach, Asia: John Wiley & Sons	☐
Further	Reiss, G. (2015). Project management demystified London: Routledge.	☐

Module Code	BMSW5010
Title	People Management
Date	08/12/2021
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To develop the knowledge and skills required to effectively manage and develop people in order to contribute to achieve sustainable organisational performance

LEARNING OUTCOMES

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

- Analyse and evaluate the roles and skills required by managers to successfully manage performance
- Evaluate and apply a range of theories and models that support effective people management
- Criticality assess how the impact of an organisations culture affects how people are managed

INDICATIVE CONTENT

- Examining the expectations and requirements of people.
- Theory and practice of different roles and skills within a management structure e.g. leaders, teams and motivation
- Themes such as flexi working, equality and diversity, sustainable performance and succession planning.
- Culture, ethos and values within organisations

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
Individual presentation and report based on people management practices	15 minute individual presentation, plus supporting report, 2000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW5010	
Module Title	People Management	
Classification	Reading List entry	Electronic*
Essential	Armstrong, M. and Taylor, S. (2020). Armstrong's handbook of human resource management practice, 15th edition. London: Kogan Page. https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9780749469658 (Accessed 25 July 2019)	☒
Essential	Armstrong, M. (2018) Armstrong's handbook of performance management: an evidence based guide to delivering high performance 6th edition. (Online) London, U.K. ; Philadelphia, Pa. : Kogan Page. https://www.koganpage.com/product/learning-needs-analysis-and-evaluation-9780852929674 (Accessed 25 July 2019)	☒
Further	Buchanan D. and Huczynski A. (2019) Organisational Behaviour Harlow, Prentice Hall	☒
Further	Hutchinson, S., & CIPD. (2013). Performance Management. London: Chartered Institute of Personnel and Development.	☐
Further	Marchington, M. and Wilkinson, A. (2016) Human Resource Management at work 6 th edition London: Chartered Institute of Personnel and Development	☐
Further	Mullins, L., & Christy, G. (2019). Management & organisational behaviour (Tenth ed.). (Online) Harlow: FT Publishing.	☒

Module Code	BMSW5010	
Module Title	People Management	
Classification	Reading List entry	Electronic*
Further	Rees, W., Porter, W., & Porter, Christine. (2015). Skills of management and leadership: Managing people in organisations. London: New York, NY: Palgrave Macmillan.	☐
Further	Taylor, S. and Woodhams, C. (2012) Managing people and Organisations. London: Chartered Institute of Personnel Development	☐
Further	Torrington D., Hall L., Taylor S., and Atkinson C., (2009) Fundamentals of Human Resource Management: Managing People at Work, London, Prentice Hall	☐

Module Code	BMSW5012
Title	Principles and Concepts of Finance
Date	08/12/2021
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To develop a critical understanding of the principles of Financial Management, concepts and applications of financial and management accounting in a range of business contexts and situations.
- To encourage and develop the student's ability to interpret key financial information for budgeting, performance measurement and evaluation techniques

LEARNING OUTCOMES

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

- Critically analyse and evaluate the informational requirements of management, particularly in relation to decisions involving revenues, costs and other financial criteria using appropriate methods and techniques;
- Demonstrate a critical understanding of how to monitor and evaluate financial performance and methods.

INDICATIVE CONTENT

- Accounting as a means of communication
- Fundamental principles and concepts of accounting
- Interpretation of financial statements using ratio analysis
- Sources of management information and management information systems
- Introduction to budgeting, cash budgets and working capital management.
- Key Performance Indicators
- Cost volume profit analysis, costing for short and long term decision making, limiting factors and constraints.
- Risk and uncertainty in the decision-making process.
- Sustainable accounting practices.
- Introduction to standard costing, identification of criteria for standard setting, types of standards

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
Budget and written Business Report	4000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW5012	
Module Title	Principles and Concepts of Finance	
Classification	Reading List entry	Electronic*
Essential	Drury, C. (2021) <i>Management and Cost Accounting</i> , (Eleventh Edition), London: Prentice Hall	☒
Essential	Seal, W., Garrison, R.H, and Noreen, E. (2018), <i>Management Accounting</i> , (Sixth Edition), UK: McGraw Hill	☒
Essential	Horner, D. (2020), <i>Accounting for Non Accountants</i> , (Twelfth Edition), London; Kogan Press	☒
Further	Kolitz, D. (2017), <i>Financial Accounting – A Concepts-based Introduction</i> , Oxon: Routledge	☒
Further	Marr, B. (2013), <i>Key Performance Indicators (KPI)</i> , Harlow: Pearson	☐
Further	Walsh, C. (2008), <i>Key Management Ratios</i> , (Fourth Edition), UK: Prentice Hall	☐
Further	Atrill, P. and McLaney, E. (2021), <i>Management Accounting for Decision Makers</i> , (Tenth Edition), Harlow: Pearson Education Limited	☐
Further	Atrill, P. and McLaney, E (2018) <i>Accounting and Finance for Non-Specialists</i> , (Eleventh Edition), Harlow: Pearson Education Limited	☐
Further	Bhimani, A. (Ed) (2006), <i>Contemporary Issues in Management Accounting</i> , Oxford: Oxford University Press	☒
Further	Datar, S.M and Rajan, M.V. (2017), <i>Horgren's Cost Accounting, A Managerial Emphasis – Global Edition</i> , (Eleventh Edition), London: Pearson	☐
Further	Dyson, J. R. (2020), <i>Accounting for Non Accounting Students</i> , (Tenth Edition), London: Pearson	☐
Journals	Accountancy	☒

Module Code	BMSW5012	
Module Title	Principles and Concepts of Finance	
Classification	Reading List entry	Electronic*
Journals	Accountancy Age	☒
Journals	International Journal of Business and Accountancy	☒
Journals	The Financial Times	☒
Websites	ACCA (https://www.accaglobal.com)	☒
Websites	http://www.frc.org.uk	☒

Module Code	BMSW6007
Title	Coaching and Mentoring
Date	08/12/2021
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- To consider the skills, principles and practice of effective coaching and mentoring in an organisational context, and the benefits they bring to the workplace.

LEARNING OUTCOMES

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

- Critically evaluate the role of coaching and mentoring within an organisational context and the effectiveness of relevant coaching and mentoring models;
- Critically analyse the skills, behaviours, attitudes, beliefs and values of an effective coach or mentor;
- Apply strategies to effectively coach or mentor at an appropriate level.

INDICATIVE CONTENT

- Introduction to, and definitions, of coaching and mentoring.
- Differences and similarities of coaching, mentoring, and other learning interventions.
- Individual and organisational benefits of coaching and mentoring.
- The contribution of coaching and mentoring to the achievement of organisational objectives.
- Associated costs of coaching and mentoring.
- Organisational, operational and individual barriers to coaching and mentoring, and strategies to overcome them.
- Knowledge, skills and behaviours of an effective coach and/or mentor.
- Theoretical models of coaching and mentoring.

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
Participation in in-class peer coaching exercise, supported by an individual written reflection	Participation in a 15-minute role play exercise, supported by a 2000-word individual written reflection	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW6007	
Module Title	Coaching and Mentoring	
Classification	Reading List Entry	Electronic*
Essential	Parslow, E., Leedham, M. and Newell, D. (2022). <i>Coaching and mentoring: practical techniques for developing learning and performance</i> . 4 th edn. Kogan Page Ltd: London.	☒
Essential	Turner, T., Lucas, M. and Whitaker, C. (2018). <i>Peer supervision in coaching and mentoring: a versatile guide for reflective practice</i> . Routledge: Abingdon-on-Thames	☒
Further	Cox, E., Bachkirova, T. & Clutterbuck, D., (2018). <i>The complete handbook of coaching</i> . 3 rd edn. London: Sage.	☐
Further	Clutterbuck, D. (2019). <i>Everyone needs a mentor</i> . 5 th edn. 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> . FT Publishing International: New Jersey, USA	
Further	Clutterbuck, D. (2020). <i>Coaching the team at work 2: The definitive guide to team coaching</i> . 4 th edn. Nicholas Brealey International: Hachette.	☐
Further	Boyatzis, R., Smith, M. and Oosten, E. (2019). <i>Helping people change coaching with compassion for lifelong learning and growth</i> . Harvard Business Review Press: Boston, MA	
Further	Connor, M., and Pokora, J. (2017). <i>Coaching and mentoring at work: developing effective practice</i> . 3 rd edn. McGraw-Hill Education: Maidenhead	☐

Module Code	BMSW6007	
Module Title	Coaching and Mentoring	
Classification	Reading List Entry	Electronic*
Further	Meggison, C. and Clutterbuck, D. (2010). <i>Further techniques for coaching and mentoring</i> . Taylor and Francis: Burlington	☐
Further	Rolfe, A. (2015). Coaching and mentoring - what is the difference? <i>Training & Development</i> , 42 (5), pp.12–13	☒
Further	Pears, R. and Shields, G. (2019). <i>Cite them right: the essential referencing guide</i> . Palgrave MacMillan: Basingstoke	☐
Further	Stone, F. (2007). <i>Coaching, Counselling & Mentoring</i> . American Management Association: New York	☐
Further	Whitworth, L., et al. (2007). <i>Co-active coaching: the proven framework for transformative conversations at work and in life</i> . 4 th edn. Aladdin: New York	☐

Module Code	BMSW6011
Title	Developing Strategic Capability
Date	08/12/2021
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

To critically evaluate the strategic capability of organisations.

LEARNING OUTCOMES

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

- Undertake strategic analysis using a variety of models and theories.
- Critically analyse the strategic position of organisations'
- Identify and discuss the strengths and weaknesses of organisations' current strategy.
- Develop a range of strategic options to ensure organisation sustainability.

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 and strategic development.
- Strategic analysis; to include micro and macro environment using SWOT, PESTLE, Five Forces framework, BCG Matrix, Stakeholder Analysis to identify critical success factors.
- Resource, competence and strategic capability. The strategic importance of resources, core competences and organisation capabilities.
- Strategic evaluation and selection; to include various strategic development methods alliance, acquisition, merger to ensure organisation sustainability.

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
Report based on strategic evaluation of organisations	4000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW6011	
Module Title	Developing Strategic Capability	
Classification	Reading List Entry	Electronic*
Essential	Exploring Corporate Strategy- Texts and Cases Richard Willington, Patrick Regner, Duncan Angwin, Gerry Johnson, Kevin Scholes 12 th ed. Harlow. Pearson 2020	☒
Essential	The Fundamentals of Strategy- Springer Singapore 2021	☒
Further	Competitive Drivers for Improving Future Business Performance-Carlos Martino, Paula Rodrigues IGI Gloabal 2021	☒
Further	Strategy in 3D- Essential tools to diagnose, decide and deliver- Greg Fisher, John Wisneshis, Rene M. Baker. New York Oxford University press 2020	☒
Further	Opening Strategy: Professional Strategists and Practice change 1960 to today. Richard Wittington 1 st ed. Oxford University press 2019	☒
Further	Cooperative Strategy- Managing alliances and networks. John Child 3 rd ed. Oxford University press 2019	☒
Further	Morden, T. (2016). Principles of Strategic Management (3rd ed., Innovative Business Textbooks). Abingdon: Taylor and Francis.)	☐
Further	The Academy of Management Journal The Academy of Management Review The Journal of Business Journal of Organizational Behaviour Strategic Management Journal Harvard Business Review British Economy Business Week Journal of Management Studies Management Today McKinsey Quarterly	☒

Module Code	BMSW6011	
Module Title	Developing Strategic Capability	
Classification	Reading List Entry	Electronic*
Database	MarketLine Advantage	☒
Videos	Competitive strategy HSTalks (uwtsd.ac.uk) FedEx: aligning operations strategy to the company's mission HSTalks (uwtsd.ac.uk) Corporate judo strategy HSTalks (uwtsd.ac.uk) iPhone: strategy-as-practice and micro-foundations HSTalks (uwtsd.ac.uk) Scenarios and strategy HSTalks (uwtsd.ac.uk) Harley Davidson: creating experience from strategy HSTalks (uwtsd.ac.uk) Blue ocean strategy HSTalks (uwtsd.ac.uk) Huawei in North America: international corporate strategies under political pressures HSTalks (uwtsd.ac.uk)	☒

Module Code	BMSW6012
Title	Emotional Intelligence
Date	08/12/2021
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- To develop students' systematic understanding of the importance of emotional intelligence in the workplace and the relationship between emotional intelligence, effective management and business advantage.

LEARNING OUTCOMES

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

- explore concepts of emotional intelligence and its relevance to the workplace;
- demonstrate systematic understanding and application of emotional intelligence frameworks;
- critically appraise the importance of emotional intelligence and mindfulness in the workplace.
- critically evaluate the links between emotional intelligence, compassionate management, wellbeing and organisational performance.

INDICATIVE CONTENT

- Introduction to emotional intelligence including definitions and relevant frameworks.
- The importance of emotional intelligence in the workplace for both managers and other employees and its impact on overall performance.
- Mindfulness and other techniques to improve emotional intelligence.
- How compassionate managers use their emotional intelligence skills to create a supportive culture that promotes wellbeing and performance.
- How developing emotional intelligence skills across the organisation improves levels of empathy and ultimately performance.
- The business case for a supportive culture that focuses on wellbeing.
- Creating personal development plans to improve your level of emotional intelligence.

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
Academic poster plus presentation	500 word equivalent poster, plus 5 minute supporting presentation	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written report	2500 words	50%

Assessment Summary

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

INDICATIVE READING LIST

For the latest version, please refer to the online Leganto Reading List.

Module Code	BMSW6012	
Module Title	Emotional Intelligence	
Classification	Reading List Entry	Electronic*
Essential	Goleman, D. (2020) <i>Emotional Intelligence: Why it can matter more than IQ</i> . London: Bloomsbury Publishing.	☒
Essential	Good et al (2016) 'Contemplating Mindfulness at Work: An Integrative Review', <i>Journal of Management</i> , 42 (1), pp114-142.	☒
Essential	Newman, A. (2019) 'Compassion: Caring for Others and Ourselves', in Newman, A. (2019) <i>Building Leadership Character</i> . Thousand Oaks: Sage Publications Inc.	☒
Essential	Suff, R.(2021) <i>Wellbeing at Work</i> . Available at: https://www.cipd.co.uk/knowledge/culture/well-being/factsheet (Accessed: 22 July 2021)	☒
Further	West, M. (2021) <i>Compassionate Leadership: Sustaining Wisdom and Presence in Health and Social Care</i> . UK: The Swirling Leaf Press	☐

Module Code	BMSW6012	
Module Title	Emotional Intelligence	
Classification	Reading List Entry	Electronic*
Further	Monica, C. and Dutton, J. (2017) <i>Awakening Compassion at Work: The Quiet Power that Elevates People and Organizations</i> . Oakland, California: BK Publishers.	☐
Further	Riopel, L. (2019) <i>Goleman and Other Key Names in Emotional Intelligence Research</i> . Available at: https://positivepsychology.com/category/emotional-intelligence/ (Accessed: 22 July 2021)	☒
Further	Kaoun, T. (2019) 'Enhancing Leaders' Emotional Intelligence: Why Mindfulness?', <i>Journal of Leadership Education</i> , 18 (1), pp.200-212	☒
Further	Cherniss, C. (2020) 'How Outstanding Leaders Use Emotional Intelligence', <i>Leader to Leader</i> , 98, pp.45-50.	☒
Further	Wall, T., Cooper, C. and Brough, P. (2021) <i>The Sage Handbook of Organizational Wellbeing</i> . London: Sage Publications.	☒

Module Code	BMSW6009
Title	Independent Project
Date	11/08/2023
Level	6
Credits	40
Pre-Requisites	None

AIM(S)

- To develop the ability of students 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	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

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

Module Code	BMSW6009	
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.	☒

Module Code	BMSW6009	
Module Title	Independent Project	
Classification	Reading List entry	Electronic*
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	☒

Cod y Modwl	BMSW6009C
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Rhagofynion	Dim

AMCAN(ION)

- Datblygu gallu myfyrwyr i fynd i'r afael yn feirniadol ac yn arloesol â theori a/neu arfer sy'n berthnasol i'r meysydd pwnc a astudir ganddynt er mwyn llunio prosiect manwl sy'n benodol i'w disgyblaeth.

DEILLIANNAU DYSGU

Ar ôl cwblhau'r modwl hwn yn llwyddiannus, dylai'r myfyriwr allu:

- Arddangos sgiliau deallusol wrth ddynodi pwnc, problem neu her briodol i'w harchwilio sy'n berthnasol i'w maes astudio a ffurfio cynllun addas i'w ymchwilio ymhellach gan ddefnyddio dulliau archwiliadol perthnasol er mwyn llunio ymateb.
- Dangos gwybodaeth fanwl a dealltwriaeth feirniadol o'r egwyddorion sy'n angenrheidiol i ategu eu haddysg o fewn eu maes astudio dewisol a thechnegau datrys problemau sy'n berthnasol i hyn.
- Dangos meddwl annibynnol a gwerthuso beirniadol wrth lunio darn o waith annibynnol, gan arddangos sgiliau trosglwyddadwy trwy ddefnyddio menter a chyfrifoldeb personol wrth gynllunio eu dysgu eu hunain a'u hunanreolaeth.
- Trefnu eu gwybodaeth a'u dysgu trwy ddefnyddio amrywiaeth o gyfryngau, a chyflwyno'u gwaith yn briodol mewn ffordd sy'n ddealladwy i gynulleidfaoedd arbenigol ac anarbenigol.

CYNNWYS DANGOSOL

- Paradeimau ymchwil, dulliau, a thechnegau ymchwil ac ymholi.
- Cynnal ac ysgrifennu adolygiadau llenyddiaeth.
- Pryderon moesegol a'r broses ymchwil.
- Prosesau a thechnegau rheoli adnoddau, prosiectau a sgiliau.
- Cyflwyno a darlunio data a gwybodaeth.
- Cyfathrebu syniadau a chanlyniadau cyffredinol, arbenigol, technegol.
- Datrys problemau, a meddwl a dulliau creadigol ac entrepreneuriaidd.
- Cydweithio, addasu a myfyrio.

Dyraniad Amser Astudio

Mae'r amser astudio ar gyfer y modwl wedi ei rannu fel a ganlyn:

Math o weithgaredd	Oriau	Canran
Dysgu wedi'i amserlennu	36	9%
Dysgu annibynnol	364	91%
Dysgu drwy leoliadau		
CYFANSWM	400	100%

ASESU

Elfen Asesu 1
(Ticiwch un)

☐ Arholiad ysgrifenedig ☒ Gwaith cwrs ☐ Ymarferol

Dull asesu	Maint	Pwysiad
Portffolio	O leiaf 3 elfen (cyfwerth â 10,000 o eiriau)	100%

Crynodeb o'r Asesiad

Math o weithgaredd	Canran
Arholiad ysgrifenedig	0%
Gwaith cwrs	100%
Ymarferol	0%
CYFANSWM	100%

RHESTR DDARLLEN DDANGOSOL

Bydd y rhestr yn cael ei llywio gan brosiect unigol y myfyriwr.

Cod y Modwl	BMSW6009C	
Teitl y Modwl	Prosiect Annibynnol	
Categori	Eitemau'r Rhestr Ddarllen	Electronig*
Hanfodol	Cottrell S, (2015) <i>Skills for Success Personal Development and Employability, 3rd edition</i> , Palgrave. London.	☒
Hanfodol	ASET, 2013 <i>Good Practice Guide for Workbased Learning and Placement Learning in Higher Education</i>	☒
Hanfodol	Gray, D.E. (2018) <i>Doing Real World Research</i> , London: SAGE.	☐
Pellach	Gallagher K, (2016) <i>Essential Study and Employment Skills For Business and Management Students</i> , Oxford	☐
Pellach	Gottschall, Jonathan (2013), <i>The Storytelling Animal: How Stories Make Us Human</i> , Houghton Mifflin	☐
Pellach	Storr, Will (2020), <i>The Science of Storytelling</i> , William Collins	☐
Pellach	Cohen, L. Manion, L. and Morrison, K. (2017) <i>Research Methods in Education, 8th edition</i> London: Routledge.	☒
Pellach	Flick, U. (2014) <i>An Introduction to Qualitative Research</i> , London: SAGE.	☐
Pellach	Aubrey, K. & Riley, A. (2017) <i>Understanding and Using Challenging Education Theories</i> , London: SAGE.	☒
Pellach	Brinkmann, S. and Kvale, S. (2018) <i>Doing Interviews (Qualitative Research Kit)</i> . Sage	☐

Cod y Modwl	BMSW6009C	
Teitl y Modwl	Prosiect Annibynnol	
Categori	Eitemau'r Rhestr Ddarllen	Electronig*
Pellach	Gibbs, G. (2018) <i>Analysing Qualitative Data (Qualitative Research Kit)</i> . Sage	☒
Pellach	Creswell, J. W. (2012). <i>Qualitative inquiry and research design: Choosing among five approaches</i> . Sage	☐
Pellach	Obschonka, M., Hakkarainen, K., Lonka, K. et al. 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	☒
Pellach	https://ec.europa.eu/jrc/en/entrecomp	☒

Module Code	BMSW6010
Title	Leadership and Change
Date	08/12/2021
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- To critically evaluate strategies that focus on how leaders and managers achieve sustainable organisational improvement and how leaders effectively manage change
- To critically evaluate leadership and change strategies in order to achieve sustainable organisation performance

LEARNING OUTCOMES

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

- Evaluate the complexities involved in leading and managing people in organisations and the practical application of theory and practice;
- Evaluate a range of leadership theories and practice engaged in leading and managing people in organisations to sustain organisation performance..
- Critically analyse the nature of change and evaluate complex concepts relating to leadership in a changing business environment
- Critically evaluate own skills and competencies to fulfil the responsibilities of the leadership role in a changing environment.

INDICATIVE CONTENT

Key responsibilities of the leadership role.

- The differences between leadership and management and how this may operate within different organisations
- Models and frameworks of leadership and management traits, styles, situational transformational, contingency and consideration of the appropriateness of each to differing organisational context
- The value of management and leadership development to organisational success
- Evaluate different leadership styles and change theories in the context of own responsibilities.
- Concept of emotional intelligence and how it applies to the leadership role
- Importance of understanding one's own strengths and limitations as a leader
- Relationship management in terms of inspiring others.

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
Individual presentation on own leadership approach to change supported by an essay incorporating theories and models of leadership and change	Presentation 15 minutes plus 2000 word supporting essay	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMSW6010	
Module Title	Leadership and Change	
Classification	Reading List Entry	Electronic*
Essential	Adair, J. (2016). Develop Your Leadership Skills (3rd ed.,) Creating Success). London: Kogan Page). https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9780749467012 (Accessed 24 July 2019)	☒
Essential	Armstrong, M. (2016) Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. (Online) London; Philadelphia: Kogan Page. https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9780749478162 (Accessed 24 July 2019)	☒
Further	Kotler, J.P. (2012) Leading Change Harvard Business Review Press	☐

Module Code	BMSW6010	
Module Title	Leadership and Change	
Classification	Reading List Entry	Electronic*
Further	Dogru, Caglar (2020) Leadership styles, Hershey, Pennsylvania IGI Global	☐
Further	Schultz, K. & Hungerford, C., 2016. Managing Change Journal of College Admission, (232), p.42	☐
Further	Dawson, P. & Andriopolous, C. (2014). Managing Change Creativity & Innovation (2 nd edition)	☐
Further	Gell, A. (2016) The Book of Leadership, Piatkus	☐
Further	Kouzes, J.M. & Posner, B.Z. (2017) The Leadership Challenge: 4 th edition, Jossey – Bass.	☐
Further	Mewton, L., Ware, J. & Grantham, C., 2005. A question of leadership: Which skills and competencies will be most critical for leaders as the workplace continues to evolve? Leadership in Action, 24(6), p.14 . https://web-a-ebSCOhost-com.ezproxy.uwtsd.ac.uk/ehost/detail/detail?vid=0&sid=a70d633d-0279-4893-afbd-ec9ae391fd66%40sdc-v-sessmgr01&bdata=JnNpdGU9ZWwhvc3QtG2ZQ%3d%3d#AN=17070452&db=bth (Accessed 24 July 2019)	☒