Module Code:	SOC635

Module Title:	Developing People, Projects and Teams Beyond Single Organisations

Level:	6	Credit Value:	20

Cost Centre(s):	GAPL	JACS3 **code**: HECoS **code**:	N214 100813

Faculty:	Social & Life Sciences	Module Leader:	Emma Taylor

Scheduled learning and teaching hours	24 hrs
Guided independent study	176 hrs
Placement	0 hrs
Module duration (total hours)	200 hrs

Programme(s) in which to be offered (not including exit awards)	Core	Option
BA (Hons) Public Service Leadership	✓	☐
Standalone module aligned to BA (Hons) Public Service Leadership		✓

Pre-requisites
None

Module Aims
To enable students to critically evaluate the theories and practices that can be applied to underpin collaborative and engaging team working, partnerships and relationships across service boundaries

Intended Learning Outcomes
Key skills for employability KS1   Written, oral and media communication skills KS2   Leadership, team working and networking skills KS3   Opportunity, creativity and problem solving skills KS4   Information technology skills and digital literacy KS5   Information management skills KS6   Research skills KS7   Intercultural and sustainability skills KS8   Career management skills KS9   Learning to learn (managing personal and professional development, self-management) KS10   Numeracy

At the end of this module, students will be able to		Key Skills	
1	Explore the relationship between complex problems facing public services organisations and critically analyse how systems leadership can influence, engage and empower people, projects and teams to network and collaborate effectively to improve outcomes	KS1	KS3
		KS2	KS5
2	Evaluate critically contemporary literature and applied research that explores employee engagement and commitment during shifts in cultural, economic and political infrastructures and identify how this influences and impacts on inter-agency public service policy and practice.	KS1	KS3
		KS2	KS5
3	Apply theoretical and practical leadership behaviour approaches between traditional transactional and the emerging transformational public services partnership delivery models and their teams, when working across boundaries.	KS1	KS3
		KS2	KS5
4	Examine critically how the development of people and teams can create resilience in the future of work to deliver cutting edge workforce agility.	KS1	KS3
		KS2	KS5

Transferable skills and other attributes

On successful completion of this modules students will have developed the following:

Transferrable skills:
Analytic and expressive skills;
Development of IT skills;
Business report writing skills;
Presentation and influencing skills;
Developing cognitive abilities and skills;
Independent learning.
Study skills.

Derogations

None

Assessment:

Indicative Assessment Tasks:

Students are asked to undertake a project to investigate how system leadership can create resilience, and can influence engage and empower people beyond single organisations.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration	Word count (or equivalent)
1	1-4	Project	100%		2500

Learning and Teaching Strategies:

The module will use a variety of teaching and learning strategies, including lectures, independent research, engagement with national and regional practitioners and discussions and the use of Moodle.
Face to face lectures
Online VLE based support and discussions
Activity based session to provide real world practical examples. Group discussions and/or workshop critically evaluating led by lecturer the policy context in the UK.
Self-directed study and further research to acquire additional perspectives of implementation and challenges.

Syllabus outline:

This module provides students with:

A framework of knowledge and understanding concerning systems leadership

A familiarity with contemporary research evidence on the effective approaches to leading and developing people, projects and teams beyond single organisations

Understanding of the links between traditional and emerging public services leadership models

An introduction to debates about theory and practice in the specific fields of collaborative leadership, decision making and change management.

Understand the strategic and political influencing techniques to advance the causes behind policy e.g. the Wellbeing of Future Generations Act.

Apply learning through discussion and debate with senior leaders and politicians from across a range of sectors.

Report writing and presentational skills that synthesize academic learning and business practice to affect lasting change.

Indicative Bibliography:

Essential reading

Avolio, B.J. Prof., Bass, B.M., Jung, D. I. (2010) *Re-examining the components of transformational and transactional leadership using the Multifactor Leadership* https://onlinelibrary.wiley.com/doi/abs/10.1348/096317999166789

Hawkins, P. (2017) *Leadership Team Coaching: Developing Collective Transformational Leadership*,(3rd edn), Kogan Page Ltd

Iszatt-White, M., Saunders, C. (2017) *Leadership* (2nd edn), Oxford, Oxford University Press

Other indicative reading

Barrow Cadbury Trust (2012) *Adapting to change: the role of community resilience*

Heifetz,R (2009) *The nature of adaptive leadership.* Available at http://www.youtube.com/watch?v=QfLLDvn0p18

Ganz,M (2010): *Leading Change: Leadership, Organizations and Social Movements.* [Online]. Available at: http://www.hcs.harvard.edu/summercamp/wp-content/uploads/2012/08/Chapter-19-Leading-Change_Leadership-Organization-and-Social-Movements.pdf