Wrexham Glyndŵr UNIVERSITY

MODULE SPECIFICATION PROFORMA

Module Title:	Leading for Organisational Performance	**Level**:	7	**Credit Value**:	15

Module code:	BUS799	**Is this a new module?**	Yes	**Code of module being replaced**:	

Cost Centre(s):	GAMP	**JACS3 code**:	N211	

With effect from:	September 18

School:	Business	**Module Leader:**	Karen Hynes

Scheduled learning and teaching hours	24 hrs
Guided independent study	126 hrs
Placement	0 hrs
Module duration (total hours)	150 hrs

Programme(s) in which to be offered	Core	Option
Executive MBA	✓	☐

Pre-requisites
None

Module Aims
To provide students with the necessary Leadership theory, skills and attitudes, to effectively analyse the needs of contemporary organisations
To provide students with skills, confidence and tools to design and propose effective organisational structures and processes, resulting in effective and efficient teams.

Intended Learning Outcomes

At the end of this module, students will be able to;

1. Critically analyse the significant strategic elements of team working

2. Critically evaluate the connections and tensions between team design, collaboration systems and strategic success

3. Critically evaluate the strategic impact of sound design, foundational boundaries and ongoing maintenance of excellence in Team Working

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	Critically analyse the significant strategic elements of team working	KS5	KS8
		KS6	
		KS2	
2	Critically evaluate the connections and tensions between team design, collaboration systems and strategic success		
		KS4	KS7
		KS9	KS8
3		KS1	KS2

	Critically evaluate the strategic impact of sound design, foundational boundaries and ongoing maintenance of excellence in Team Working	KS3	KS10
		KS9	

Transferable skills and other attributes
Prioritising, decision-making, pro-active contributions Sound understanding of systems thinking and skills to thoroughly analyse a variety of organisational contexts

Derogations
None

Indicative Assessment:

Taking account of internal and external factors, analyse and evaluate the current structure and working methods in an organisation with which you are familiar. Propose optimal structures and reporting lines to ensure effective and efficient strategic success for the future.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	1, 2, 3	Case Study	100%		4,000

Learning and Teaching Strategies:

The teaching and learning strategy aims to produce professionals who are able to perform effectively in their present roles and can also drive developments and manage change, in order to create strategic improvements within organisations.

The teaching methods combine tutor led interactions with self-study resources.

The strategy is to enhance the learner's knowledge of strategic analysis and design models enabling them to propose operational responses which are flexible to promote efficient and effective team working across the organisation.

A variety of Team building and maintenance models will also be explored, linked to an evaluation of differing team types and their efficacy in meeting strategic goals.

Students are encouraged to take a collaborative approach to learning with peers from a range of backgrounds to enable them to benefit from their varied organisational perspectives and contexts.

Therefore teaching and learning involve examination of knowledge, concepts, theory and discussion of current problems and emerging thinking. These activities are intended to challenge students by encouraging them to tolerate the complexity and ambiguity that exist in contemporary situations.

Syllabus outline:

This module provides students with;
- An understanding of the main theories and models used to design and develop effective organisation structures
- Systems and processes to achieve the strategic intent.
- Team building and maintenance theory and tools

Indicative module content

Organisational design tools
Organisation Development models and tools
Differing team types and their effectiveness relative to the aims of the team/organisation
Leadership theory linked to strategic and operational goals
Emotional Intelligence theory
Holistic CPD Practice
National Standards for Leadership and Management

Bibliography:

Essential reading

Cheung-Judge, M. and L Holbeche, L. (2015) Organization Development: A Practitioner's Guide for OD and HR, CIPD, London

Other indicative reading:

Northouse (2015) Leadership: Theory and Practice, Sage Publications, London

Holbeche (2016) Influencing Organizational Effectiveness: A critical take on the HR contribution, Routledge, London

Lynch, R.L. (2015) Strategic Management, 7th Edn., Pearson, Harlow

Websites
> www.employmentstudies.co.uk - Institute for Employment Studies
> www.ilo.org - International Labour Organization
> www.bis.gov.uk - Department of Business, Innovation and Skills
> www.europa.eu/employment - European Union Employment and Social Affairs
> www.managers.org.uk - Chartered Management Institute
> www.cipd.co.uk – Chartered Institute of Personnel and Development

Journals:
Journal of Management Development
Management Decisions
Strategic Direction
Strategy and Leadership
The Leadership Quarterly
Work, Employment and Society