

Module specification

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Module code	BUS5A2
Module title	Agile Leadership
Level	5
Credit value	20
Faculty	SLS
Module Leader	Dr Sara Fisher
HECoS Code	101221
Cost Code	GAMG

Programmes in which module to be offered

Programme title	Is the module core or option for this programme
BA (Hons) Business & Management	Core
BA (Hons) International Business	Core
BA (Hons) Marketing & Business	Core
BA (Hons) Business & Human Resource Management	Core
BA (Hons) International Tourism & Hospitality Management	Core

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	30 hrs
Placement tutor support	0 hrs
Supervised learning e.g. practical classes, workshops	0 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs
Total active learning and teaching hours	30 hrs
Placement / work based learning	0 hrs
Guided independent study	170 hrs
Module duration (total hours)	200 hrs

For office use only	
Initial approval date	November 2021
With effect from date	September 2022
Date and details of revision	
Version number	1

Module aims

This module aims to develop a critical and practical understanding of the concepts and principles of agile leadership and the ability to apply these concepts within the contemporary business world, to create the right environment for agile teams to succeed within an organisation

Module Learning Outcomes - at the end of this module, students will be able to:

1	Explain the main concepts and principles of agile leadership
2	Understand agile business management in the contemporary business world
3	Define the attributes associated with agile leadership
4	Determine and benefits and challenges of agile leadership
5	Evaluate the organisational context for agile leadership
6	Assess the application of agile leadership within a contemporary business context

Assessment

Indicative Assessment Tasks:

This section outlines the type of assessment task the student will be expected to complete as part of the module. More details will be made available in the relevant academic year module handbook.

Indicative Assessment One: A report consisting of a critical analysis of agile business management within a business context incorporating a comparison of agile leadership to traditional business leadership styles, with a critical analysis of the benefits and challenges (max word count 1500)

Indicative Assessment Two: A report evaluating the application of agile leadership in a contemporary business setting, using a specific business as an example to support the discussion (max word count 1500)

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1, 2, 3, 4	Written Assignment	50%
2	5, 6	Written Assignment	50%

Derogations

None

Learning and Teaching Strategies

The overall learning and teaching strategy is based upon the key principle that students are encouraged to participate in higher education when they are exposed to flexible ways of learning that engage them using innovative and creative pedagogical approaches. To this end the level 5 module Agile Leadership applies the University's Active Learning Framework (ALF) supporting accessible, and flexible learning.

Students studying Agile Leadership will have access to multiple learning opportunities including face to face or online classes (with core and guest lecturers), seminars, access to recorded lectures, lecture notes and handouts and directions to relevant essential and additional reading. An interactive approach to learning is always maintained and staff will engage students with key issue by drawing on agile case studies and their practice experiences of agile leadership in the world of business. Lectures will be organised around lecture inputs, quizzes, recorded video content, simulation software (where applicable), larger and small group discussions and debates. Face to Face or video mediated appointments can be made with tutoring staff via Microsoft Teams to discuss module content and assignments.

Indicative Syllabus Outline

1. Introduction – what is agile leadership?
2. Agile business management
3. The organisational context for agile leadership
4. Agile teams, management and leadership
5. Agile decision making
6. Measurement systems for agile leadership
7. Case studies

Indicative Bibliography:

Please note the essential reads and other indicative reading are subject to annual review and update.

Essential Reads

Koning, P. (2019) *Agile Leadership Toolkit: Learning to Thrive with Self-Managing Teams (The Professional Scrum)*. Addison Wesley

Other indicative reading

Hayward, S. (2021), *The Agile Leader: How to Create an Agile Business in the Digital Age*. 2nd ed. London: Kogan Page.

Maximini, D. (2018) *Agile Leadership in Practice*. Books on Demand

Oliver, S. (2020) *Agile Leadership for Turbulent Times: Integrating Your Ego, Eco and Intuitive*. Routledge

Rigby, D et al. (2020) *Doing Agile Right: Transformation Without Chaos*. Harvard Business Review Press

Journals:

International Journal of Agile Systems and Management

International Journal of Productivity and Performance Management

Harvard Business Review

Websites:

www.managers.org.uk – Chartered Management Institution

Employability skills – the Glyndŵr Graduate

Each module and programme is designed to cover core Glyndŵr Graduate Attributes with the aim that each Graduate will leave Glyndŵr having achieved key employability skills as part of their study. The following attributes will be covered within this module either through the content or as part of the assessment. The programme is designed to cover all attributes and each module may cover different areas.

Core Attributes

Engaged
Enterprising
Creative
Ethical

Key Attitudes

Commitment
Curiosity
Resilience
Confidence
Adaptability

Practical Skillsets

Digital Fluency

Organisation

Leadership and Team working

Critical Thinking

Communication