

## Module specification

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Module code	BUS7B64
Module title	Strategy and Leadership in Practice
Level	Level 7
Credit value	30
Faculty	Glyndwr University: Faculty of Social and Life Sciences Bloomsbury Institute: School of Business and Accounting
Module Leader	Dr Knowledge Mpfu
HECoS Code	100078
Cost Code	GAMG

## Programmes in which module to be offered

Programme title	Is the module core or option for this programme
Master of Business Administration MBA	Core
MSc Management	Core

## Pre-requisites

None

## Breakdown of module hours

Learning and teaching hours	33 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
<b>Total active learning and teaching hours</b>	<b>33 hrs</b>
Placement / work based learning	0 hrs
Guided independent study	267 hrs
<b>Module duration (total hours)</b>	<b>300 hrs</b>

For office use only	
Initial approval date	8 April 2022
With effect from date	June 2022

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Date and details of revision	
Version number	1

## Module aims

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The module equips students with fundamentals of strategy and leadership viewed from a practitioner perspective, which helps them to think, talk and act like strategic leaders. Students will gain an in-depth understanding of strategic leadership within an organisational context, while exploring the complexities of the role and the theoretical perspectives, approaches, behaviours and skills that help to enhance their professional development and practice. The module focuses on the leader's ability to respond creatively to complex organisational challenges and develop understanding how to set and deliver sustainable strategic goals. Effective strategic leadership is a catalyst for organisational success. Leaders need to be knowledgeable, creative, agile and resilient in their response to organisational needs in the contemporary diverse and dynamic workplace.

The module aims to:

- Develop a critical appraisal of the role of leadership, and the impact of organisational context on strategic leadership, and apply a range of relevant concepts, tools, theories and frameworks to conduct strategic analysis of an organisation.
- Critically explore and evaluate the complexities of the role of leadership and the reflect on principles for strategic leadership, theoretical perspectives, approaches, behaviours, skills including personal and professional development for effective strategic leadership practice.

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

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1	Discuss and critically evaluate the role of leadership in setting strategic direction and formulating and implementing strategic plans in organisations.
2	Critically analyse the role, context and principles for strategic leadership and reflect on skills, behaviours and personal and professional development for strategic leadership practice.
3	Apply a range of concepts and tools to conduct a full strategic analysis of an organisation.

## Assessment

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This section outlines the type of assessment task the student will be expected to complete as part of the module.

**Indicative Assessment 1:** Will take the form of a portfolio (3,000 words equivalence), divided into several tasks that could take one or more of the following formats: written responses to tasks (500-1,500 words), responses recorded in audio or video format (5-15 minutes), case studies (500-1,500 words) and reflective tasks (500-1,500 words).

**Indicative Assessment 2:** Will take the form of a report: Strategic Analysis – Case study (3,000 words).

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1, 2	Portfolio	50%
2	3	Report	50%

## Derogations

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None

## Learning and Teaching Strategies

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The module will be completed over one term.

Students will undertake 2-weeks of pre-reading and online activities.

The module is taught through lectures, seminars and workshops.

**Lectures** provide a broad outline structure for each topic to be covered. Lectures offer a good way of covering a lot of information and, more importantly, of conveying ideas to many people at once.

**Seminars** enable students to undertake directed self-study and to answer questions and solve problems which are set by the lecturer. Students will present their answers and solutions within the seminar group. Seminars enable students to explore further the topics introduced in the lectures.

**Workshops** follow on from lectures and seminars. They are designed to enable students to work within a small group to perform set tasks (e.g. working on an exercise or case study). They reinforce proactive learning by providing opportunities for discussion and interaction.

The seminar/workshop groups are small, thereby enabling students to develop a deep understanding.

**Student digital literacies** are developed on this module through the use of:

- Online libraries and databases for gaining access to full-text journal articles and eBooks.
- Communication means provided through the VLE and learning technology applications.
- Online group-work, for planning, developing, improving, submitting and reflecting on collaborative work completed as part of the module.
- Assessment and feedback tools such as Multiple Choice Tests/Quizzes, Turnitin and the VLE's Gradebook – enabling timely and detailed feedback on student work.
- Web-based Office 365.

## Indicative Content

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- Organisational context:
  - Purpose, values and culture
  - Strategic narrative, cultural web

- Governance, legal status of the organisation.
- Type (operational, local, international, global, project/programme based, departmental and strategic business unit).
- Analysis of internal environment
- Impact of external environment, industry and competitor analysis
- Organisational structure
- Organisational culture
- Organisational ethics, corporate social responsibility and sustainability.
- Equality, diversity and inclusion.
- Stakeholder analysis (internal and external) expectations and existing perceptions.
- Levels of leadership responsibility, autonomy, accountability.
- Leadership theory (leadership styles, principles of strategic leadership)
- Role of the strategic leader (e.g. defining, shaping and communicating organisational purpose, vision, mission, culture and values; developing and articulating strategic direction of the organisation, implementing strategic plans; shaping and managing the communication of strategy within the organisation; determining strategic options; the Five Ps of Strategy; leading the organisation ethically and legally in line with board and organisational governance; systems thinking and institutional complexity; brand relationship and reputation management; building motivated and highly performing teams, stakeholder management; working with board and company structures; working with corporate leadership structures, managing resources and outcomes - ensuring financial sustainability and accountability)
- Behaviours and skills for strategic leadership
- Conducting full strategic analysis of an organisation – principles and process

## Indicative Bibliography:

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

### Essential Reading

- Grant R. M (2016) *Contemporary Strategy Analysis: Text & Cases*. 9<sup>th</sup> Edition. Wiley & Sons Ltd.
- Johnson G., Whittington R., Scholes K., Angwin D and Regner P (2019) *Exploring Strategy: Text and Cases* (12<sup>th</sup> edition). Pearson Education Ltd.
- Roe, K. (2017). *Leadership Practice and Perspectives*. Oxford: OUP

### Other indicative reading

- Resources available through CMI Management Direct
- MacKay B, Arevuo M, MacKay D and Meadows M (2020) *Strategy: Theory, Practice, Implementation*. Publisher Oxford University Press.
- Robbins, S.P., Judge, T. & Campbell, T. (2010) *Organizational Behaviour*, 1st European ed., Harlow: FT Prentice Hall.
- Nye, J (2008), *The Powers to Lead*, New York: Oxford University Press
- Institute of Business Ethics. (2011). *Ethics in Decision-making*. Good Practice Guide. London: Institute of Business Ethics.
- Tricker, B. (2015). *Corporate Governance: Principles, Policies, and Practices*, 3rd ed. Oxford: Oxford University Press.

## **Journals & Websites**

- Leadership Quarterly
- Harvard Business Review: [www.hbr.org/](http://www.hbr.org/)
- Journal of Applied Leadership and Management
- Leadership Journal
- Journal of Management
- Long Range Planning Journal
- Strategic Management Journal
- British Journal of Management
- Journal of Leadership and Organisational Studies
- Journal of Business Strategy
- CMI Management Direct
- HSTaks – The Business & Management Collection
- Financial Times (FT)

## **Employability skills – the Glyndŵr Graduate**

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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 and Independence  
Enterprising  
Creative  
Ethical

### **Key Attitudes**

Commitment  
Curiosity  
Resilience  
Confidence  
Adaptability

### **Practical Skillsets**

Digital Fluency  
Organisation  
Leadership and Team working  
Critical Thinking and Strategic thinking  
Emotional Intelligence  
Research and Communication