

MA EDUCATION ALL-WALES MODULE TEMPLATE			
Faculty/School/ College	All institutions: Aberystwyth University Bangor University Cardiff Metropolitan University Swansea University University of Wales Trinity Saint David University of South Wales Wrexham University		
Module Title	Leading and Managing Education Professionals	Module Code	EDW712
Level	7	Credits	20
Type of Module	Optional	Method of Delivery	Blended
Formal Contact Hours	22	Total Notional Hours	200
Placement Learning Hours	0	Independent Learning Hours	178
Delivery Location	All institutions	Evaluation Method (for Governance)	<i>PTES Institutional Programme Monitoring</i>
Cost Centre	All institutions	HECOS code	100459
Module Outline			
<p>This module focuses on the models, approaches and practices required to effectively lead and manage education professionals. It explores the practices associated with leading and managing education professionals, in different education settings, by drawing explicitly upon the international evidence bases concerning system leadership, middle leadership, curriculum leadership, teacher leadership and leading professional learning. The module will consider theories of collaborative and distributed leadership in relation to leading and managing other professionals. It will also consider the relationship between local and national policy imperatives and the practice of leading and managing education professionals, particularly in relation to the realisation of system leadership in different countries and contexts.</p>			
<p>This module will explore key debates around educational leadership. It will combine theories of leadership with research on effective leadership practices. Its target audience will be education professionals in various settings who wish to consider leadership on both a practical and theoretical level. This module is optional but becomes core once selected.</p>			
Is there a placement component to the module? Please provide details.		No	
Will the module be delivered in collaboration with another organisation? Please provide details.		All institutions	
What percentage of the module will be taught in Welsh? Please outline examples, e.g. mentorship or personal tutoring, etc)?		100%	
Module Aims			

Exploration of the models, approaches and practices required to lead and manage education professionals.
 Evaluation of the practices associated with effectively leading and managing professionals in different education settings.
 Examination of the international evidence bases concerning system leadership, middle leadership, curriculum leadership, teacher leadership and leading professional learning.
 Exploration of the relationship between local and national policy imperatives and the practice of leading and managing others.

Module Intended Learning Outcomes

By the end of the module the student should be able to:

1. Identify the models, approaches and practices required to lead and manage education professionals.
2. Evaluate theories of collaborative and distributed leadership and how they frame the effective leadership of professional learning.
3. Critically evaluate the practices associated with leading and managing education professionals effectively in different education settings.
4. Critically evaluate the international evidence concerning system leadership, middle leadership, curriculum leadership, teacher leadership and leading professional learning.
5. Critically explore relationship between local/national policy imperatives and the practice of leading and managing others.

Relevant Programme Outcomes

- K1. An in-depth, systematic and advanced knowledge of the complexity and multi-faceted nature of education, both in their own context and beyond.
- K2. A critical evaluation of current policy, theoretical and practice-based perspectives at a local, national and international level
- K3. A critical reflection and interpretation, synthesis and application of knowledge and research in their own professional contexts.
- K4. A comprehensive, critical evaluation and synthesis of relevant literature.
- K5. A critical evaluation of key methodological approaches applicable to professional enquiry.
- K6. Originality in the design, application and evaluation of appropriate approaches to professional enquiry and critically reflect on these as a vehicle for professional learning.
- K7. A systematic acquisition of a significant body of knowledge in their area of professional practice.
- K8. The ability to communicate accurately and clearly to a wide range of audiences.
- S1. Apply engagement with theory and evidence to develop new personal and professional perspectives of own professional practice.
- S2. Arrive at evidence-informed conclusions relating to complex issues in education in general, and in their area of professional practice in particular.
- S5. Critically evaluate literature and evidence to progress their own skills of enquiry.
- S6. Plan professional enquiry effectively and ethically.
- S7. Carry out an extended enquiry project in relation to their own practice.
- S8. Develop clear and appropriate writing styles in Welsh or English, which are accessible to a range of audiences.

Transferable/Employability/Graduate Skills

I = included in module content; A = included in module assessment; N/A

Master's degrees are awarded to students who have demonstrated:

1. A systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of their academic discipline, field of study or area of professional practice.

Students will be assessed for their knowledge and critical awareness relating to the module topic. All students will be expected to relate this to their own practice.

2. A comprehensive understanding of techniques applicable to their own research or advanced scholarship, and;
3. Originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline.

Students will be introduced to, and expected to engage critically with, the core literature, evidence and techniques for enquiry in relation to the module topic. This is in order to demonstrate the appropriate application of research and scholarship in their own practice and their critical evaluation of the same, in order to arrive at an ever-deeper understanding of the topic as it applies to professionals.

4. Conceptual understanding that enables the student:
 - to evaluate critically current research and advanced scholarship in the discipline
 - to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses.

Students will be supported to build skills in relation to critical analysis and develop a critical appreciation of the evidence they have engaged with in order to conceptualise and apply the knowledge in this topic to their own practice, and to develop their own theories of action in relation to the topic.

Typically, holders of the qualification will be able to:

1. Deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences.

Students will be encouraged to understand that there are no 'right answers' in their discipline and that effective professional practice involves making judicious decisions on their own account, using evidence to guide their choices and using reflection to evaluate them. In the course of their practice, students will be encouraged to ensure that their use of their growing knowledge base enables them not only to develop as professionals, but also to work with peers, learners, parents and carers, ensuring that they can communicate effectively with a range of audiences.

2. Demonstrate self-direction and originality in tackling and solving problems and act autonomously in planning and implementing tasks at a professional or equivalent level.

Assessments are all designed to require students to show how they are able to problematise their practice, and how they can use evidence, action planning and reflection to solve problems both autonomously and in collaboration with peers.

3. Continue to advance their knowledge and understanding, and to develop new skills to a high level.
All module content is intended to challenge students to reconsider what they think they know, to adopt critical mindsets and to be ready to adapt what they do, in light of the new knowledge and understanding they encounter during the module.

4. And holders will have the qualities and transferable skills necessary for employment requiring:
 - the exercise of initiative and personal responsibility
 - decision-making in complex and unpredictable situations
 - the independent learning ability required

Throughout the module, students will be encouraged to:

- a. Form conclusions about their own practice such that they become more confident in making decisions both with, and in the absence of all of the information they need.
- b. Be reflective such that they can take responsibility for the decisions they make.
- c. Understand where they can turn to in order to further inform their decision-making.

Syllabus – Indicative Content

The module content will cover the approaches and practices required to lead and manage education professionals within different settings and contexts. It will focus on the practices associated with leading and managing education professionals effectively in different education settings. The module will explore theories of collaborative and distributed leadership and examine how they frame the effective leadership of professional learning. The module will cover the international evidence base concerning system leadership, middle leadership, curriculum leadership, teacher leadership and leading professional learning. The module will focus particularly on the theories of collaborative and distributed leadership to explore ways of leading and managing others productively and effectively. The model will also look at the broader policy influences on those leading and managing others in different education settings by taking a critical and comparative perspective.

Learning and Teaching Delivery Strategies/Methods

(SCHEDULED: lecture, seminar, tutorial, project supervision, demonstration, practical classes, workshops, supervised time in studio/workshop, fieldwork, external visits. NON-CONTACT: guided independent study; PLACEMENT: work-based learning; placement; year abroad)

Method	Rationale	Type of Contact (scheduled/ guided independent study/placement)	Total hours
Lectures	Students will engage in lectures and workshops, face-to-face and online, to explore and examine the key concepts in this module.	Scheduled	16
Seminars	Seminars will encourage students to build confidence and deepen their understanding of the concepts being taught in smaller groups. Approaches to seminar delivery will include 'flipped learning approaches' whereby students interrogate key issues before further exploration with their peers, supported by course tutors, as well as Problem-Based Learning and challenge-based learning approaches.	Scheduled	6
Self-Directed Tasks and Individual Study Time	Between scheduled sessions, students will have opportunities to engage in wider reading, undertake independent tasks to test out ideas and to build confidence in their own professional practice.	Independent	178

Essential Reading

Bush, T., Bell, L., & Middlewood, D. (Eds.). (2019). *Principles of Educational Leadership & Management*. SAGE Publications Limited.

Lieberman, A., Campbell, C., & Yashkina, A. (2016). *Teacher learning and leadership: Of, by, and for teachers*. London, Taylor & Francis.

Recommended Further Reading

Fleming, P. (2019). *Successful middle leadership in secondary schools: A practical guide to subject and team effectiveness*. Routledge.

Harris, A., Jones, M., & Huffman, J. B. (Eds.). (2017). *Teachers leading educational reform: The power of professional learning communities*. Routledge.

Leithwood, K., Harris, A., & Hopkins, D. (2020). Seven strong claims about successful school leadership revisited. *School Leadership & Management*, 40(1), 5-22.

Please provide details of inclusive learning and teaching approaches/access to specialist requirements.

All teaching materials will be available on the VLE.

All handouts, presentations and online course materials will use high-contrast text/ background colours and legible fonts.

The module will explore different perspectives within and outside the UK and develop the students' critical thinking and awareness of different perspectives on issues relating to diversity in ethnicity, culture and nationality.

Assessment & Feedback

Method of Moderation to be used

Moderation by sampling of the cohort.

Assessment Methods

Assessment Code and Method	Learning Outcomes to be met	Duration/Length of Assessment Method	Weighting of Assessment (%)	Threshold	Approximate Date of Submission
OTHR1 Online/electronic resource to support the leadership and management of education professionals.	All	4000 words Equivalent	100	50	Approximately 6 th January.

Rationale for Assessment

Assessments are designed to ensure parity of provision and experience for all students. All students will benefit from formative feedback throughout the module which will be bespoke to their needs and will complete the same summative assessment per module.

Rules for Multiple Assessments (*Please delete as appropriate.)

There are no multiple assessments for this module.

In what ways will students receive feedback on assessed work, including formal examinations?	
Turnitin	Feedback against the assessment rubric and a word bank. Use of feedback box on Turnitin (with an option for three minutes of verbal feedback as appropriate). Marks to be returned via Turnitin.
Please provide details of inclusive assessment provision/access to specialist requirements. This should include details of alternative assessment which may be undertaken by students with specific requirements.	
Students will be able to submit assignments in a format that is adapted to their individual needs where an Individual Support Plan (or other local equivalent) is in place, or where appropriate reasonable adjustments have been negotiated. This may include additional time for completion of assignments, support with reading and/or academic writing and access to assessment rubrics in various formats (electronic, large print, specific fonts). All students are also able to submit applications for extenuating/mitigating circumstances as required throughout completion of the module.	
Please provide details of how students would redeem a failure in the module.	
All students have two opportunities to retrieve a failure in a module (second and third attempts are capped at 50%). No further retrieval opportunities will be offered.	

Other Information		
Are there any pre- or co-requisites for this module?	No	
Programme(s) in which to be offered (not including exit awards)	Core	Option
National MA Education (Wales)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Completion as a standalone module leads to WU Certificate of Continuing Education	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
For what teaching & learning activities do you intend to use e-learning?	All	
For what assessment activities do you intend to use e-learning? E.g. MCQs		
Maximum number of students that can enrol on the module?	100 per institution	
How often will the module run during each session?	Once.	
When? (Please note that modules on non-professional programmes must be taught wholly in either semester 1 or semester 2.)	September - January	

Does the module replace an existing module?	No
If so which one?	N/A
Date of approval by College Committee	

Signature of Chair of College Learning and Teaching Committee	
Modifications	June 2025: approved as standalone module