

Overview

Programme Code	36521
Programme Title	Leadership and Management Practice
Awarding Institution	Liverpool John Moores University
Programme Type	Masters
Language of Programme	All LJMU programmes are delivered and assessed in English
Programme Leader	Lisa Knight
Link Tutor(s)	

Awards

Award Type	Award Description	Award Learning Outcomes
Target Award	Master of Science - MS	See Learning Outcomes Below
Alternative Exit	Postgraduate Diploma - PD	Identify, critically evaluate and apply the principle theories, concepts and techniques of strategy and strategic management in practical contexts in order to identify and appraise strategic issues facing organisations and to lead, develop and evaluate alternative strategies Apply insights from systems thinking, multi-level perspectives and change theories to develop and lead strategic responses to complex problems Think and act innovatively and be able to evaluate opportunities to exploit digital technologies and consider strategies to support and promote innovative practices in their organisations. Distinguish and design learning systems to improve organisational situations, performance and capability as they build on theories of learning, critical thinking, knowledge management and systems thinking. Apply appropriate theories and techniques derived from core modules on this programme to a case study
Alternative Exit	Postgraduate Certificate - PC	Synthesise leadership and performance management theory to enhance individual and organisational performance To evaluate and integrate management concepts and business philosophies so as to assess the impact these can have in today's business environment Assess the differing theoretical and practical approaches to leading people and explain the distinct concepts of leadership, leader and follower Demonstrate competence, professionalism and leadership in communication and problem solving skills Articulate conclusions and recommendations based on evidence that is subject to critical appraisal and independent thinking Use imaginative thinking in problem solving, assessing impact and incorporating these in decision-making activities

Alternate Award Names

External Benchmarks

Subject Benchmark Statement

PGT-Business and Management (2015)

Programme Offering(s)

Mode of Study, Mode of Delivery	Intake Month	Teaching Institution	Programme Length
Part-Time, Face to Face	January	LJMU Taught	30 Months

Part-Time, Face to Face	September	LJMU Taught	30 Months
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Aims and Outcomes

Educational Aims of the Programme

MSc Leadership and management practice 1. Apply the leadership and management skills and business knowledge required to operate as an effective leader and manager within a modern work environment. 2. Make a professional contribution to leadership and management practice within a fast moving environment drawing upon knowledge of functional areas and general business. 3. Apply cross-functional leadership and management skills to make a positive contribution to an organisation. 4. Assess strategic business issues and make a timely contribution to these through problem solving in a team environment. 5. As an independent learner, reflect on the principles and practice of self development and apply these so as to impact positively in an organisational setting. 6. Synthesise current management theory and business principles to improve personal practice, enhance career prospects and to facilitate personal, academic and professional development. 7. Be a reflective practitioner with the skills to critically evaluate problems using appropriate concepts, theories and models

Learning Outcomes

Code	Description
PLO1	Synthesise and critically apply current leadership and management theory to implement integrated leadership and management methodologies to improve organisational effectiveness.
PLO2	Develop, integrate and apply knowledge of key business functions to support strategic leadership decision making.
PLO3	Evaluate sustainable options for business development based on a developed understanding of business models, resource demands and functional capabilities.
PLO4	Critically evaluate financial statements and data in order to appraise and manage organisational risk.
PLO5	Critically apply knowledge of financial management to support organisational governance and strategic decision making.
PLO6	Structure and communicate ideas effectively across a range of media and participate constructively both as a leader and as a member of a group.
PLO7	Use critical and creative thinking in problem solving, negotiating and influencing, in an organisational context.
PLO8	Apply relevant research methods and approaches to critically appraise an issue within a working environment.
PLO9	Link theoretical concepts to practice to evaluate the impact of leadership on organisational and personal effectiveness.
PLO10	Critically appraise digital business/systems/disruptive technology and data to take advantage of current capabilities and opportunities.
PLO11	Demonstrate awareness that the world is an increasingly complex web of connections and interdependencies. Recognise that choices and actions may have repercussions for people and communities locally, nationally or internationally

Code	Description
PLO12	Critically reflect on self and organisational behaviour initiatives in order to enhance personal impact on organisational outcomes.
PLO13	Demonstrate an openness to new perspectives and diverse others.
PLO14	Employ personal reflection skills on a continuing basis through partnership working, professional team participation and independent learning.
PLO15	Integrate and apply organisational behaviour frameworks, models and approaches and evaluate how these impact individual, group and organisational effectiveness.
PLO16	Critically analyse and evaluate environment and capitalise on internal capabilities, using appropriate methods and tools, in order to create more sustainable competitive advantages.
PLO17	Develop strategies to exploit opportunities based on the critical appraisal of innovation concepts and models.
PLO18	Critically evaluate and apply innovative solutions to complex organisational issues.
PLO19	Adapt effective leadership strategies to support and enhance innovative practice and effectively manage change within an organisation.
PLO20	Critically appraise entrepreneurial theory and practice to support the development of sustainable business solutions and individual leadership competencies.

Programme Structure

Programme Structure Description

Students who follow the OD pathway will be eligible for the MSc Leadership and Management Practice (Organisational Development) or the alternative exit award of PG-Dip

For PG-Dip students must achieve 120 credits from taught modules only. For PG-cert students must achieve any 60 credits from taught modules only

Programme Structure - 180 credit points	
Level 7 - 180 credit points	
Level 7 Core - 150 credit points	CORE
[MODULE] 7200LODMS Leadership and Leader Development Approved 2022.04 - 20 credit points	
[MODULE] 7201LODMS Behaviour in Organisations Approved 2022.01 - 10 credit points	
[MODULE] 7202LODMS Leading the Business Approved 2022.03 - 20 credit points	
[MODULE] 7203LODMS Strategy and Change Approved 2022.03 - 20 credit points	
[MODULE] 7204LODMS Leading Innovation Approved 2022.01 - 10 credit points	
[MODULE] 7105LODMBA Applied Business Research Approved 2022.02 - 10 credit points	
[MODULE] 7212LODMS Leadership and Management Consultancy Project Approved 2022.04 - 60 credit points	
Level 7 Optional - 30 credit points	OPTIONAL
<i>Leadership Pathway (7215LODMS and 7216LODMS) OD Pathway (7207LODMS, 7208LODMS and 7209LODMS)</i>	
[MODULE] 7215LODMS Learning and Leadership Approved 2022.01 - 10 credit points	
[MODULE] 7216LODMS Integrated Leadership Strategies Approved 2022.01 - 20 credit points	
[MODULE] 7207LODMS OD Theories and Practices Approved 2022.02 - 10 credit points	
[MODULE] 7208LODMS OD Diagnosing and Intervention Design Approved 2022.01 - 10 credit points	
[MODULE] 7209LODMS OD Implementing and Evaluating Interventions Approved 2022.02 - 10 credit points	

Module specifications may be accessed at <https://proformas.ljmu.ac.uk/Default.aspx>

Teaching, Learning and Assessment

Learners will attend a 1-day induction at the start of their programme and modules will normally be delivered in block release format i.e. three full days per 10 credit module, however, days will be broken down into 2-3 hour workshops sessions. The university's VLE (Canvas) will be employed to allow teaching and extension materials to be readily available off-site and provide a means for participants to maintain contact. A strong emphasis is placed on recognising that the workplace is an important place to learn; learners will integrate key concepts and theories, assessing the impact of these on their own working environment and reporting back on their findings. Action learning will be adopted as the key supportive and collaborative approach to learning. Issues and challenges and good practice from the workplace can be discussed and peer reviewed by tutors and colleagues on the course, providing a forum to bring ideas, thoughts, issues and actionable remedies to the fore. The predominant assessment methodology is one piece of individual coursework per module, which will require participants to relate their learning to an organisational setting. These assessments will normally be developed from their own experience or setting by each individual student through the module activities with the application of theory to practice being a key element of the programme. In the initial 20 credit module, the emphasis will be on a portfolio of work, bringing together different facets of learning activities enabling them to develop a broad understanding of themselves and their overall objectives for the duration of the programme. During all modules formative feedback, which supports the summative assessments, is on-going both within and outside the formal sessions. Students experiencing changing circumstances or difficulties with access may be supported by providing suitable case studies for their assessments, however this is not promoted. The assessment methodology, as set out above, provides the opportunities for participants to demonstrate knowledge and skills. In addition to this a 'flipped learning' approach will also be encouraged, providing content prior to the teaching and learning session using the university's VLE, this approach brings the focus onto action learning, enabling the application of skill development. The VLE (Canvas) allows information and resources to be shared in advance of taught sessions. It also serves as a repository for module-based materials including assessment guidance, reading lists, contact information and signposting to further resources. Some modules use the discussion board feature to incorporate tutor led support and peer to peer communication. The Masterclasses, where keynote speakers address current issues, emerging practice and thought leadership will also be employed on the programme, fostering intellectual skills and addressing the ever changing nature of leadership and management in the real world. Knowledge and skills are assessed through individual work-related assessments, which may be supplemented with group activities. An important element of the programme is the opportunity it provides for participants to apply their learning to organisational situations. The fact that learning is applied, rather than being purely theoretical, is of critical importance to students, since their roles empower them to make a contribution to, and impact on, their organisation. In addition to students producing course work which links theory to practice, the application of learning is also achieved through case-study analysis and a sharing of understanding which draws on the group experience. The nature of classroom sessions is devised as an interactive, student-centred experience with group activities playing a large part in the classroom activity. Participants will be expected to undertake work on their own and, given the applied approach to assessment, this will demand a degree of self-management.

Opportunities for work related learning

The programme conforms to the QAA requirements for "a career development programme for those who have significant ... and relevant work experience on which the learning process should build". Manager and leader development is a shared responsibility, and the ethos of this programme is that it is best developed in partnership between the Business School, together with the organisation and the delegates for whom it is intended. The programmes approach to how manager's and leader's learn applies proven management and leadership development approaches. At the centre of the programmes philosophy is the notion that we learn best from experience, so action learning and coaching are a key part of the programme. This approach also builds strong peer learning groups where managers learn from each other. That is because the programme sees management and leadership development as a social and collaborative process. It also means that the programme takes learning from the workplace seriously. Consequently, everybody brings their experience from their area of expertise with them, and plans to apply knowledge and skills in practice and then to reflect on their experience and improve their performance.

Entry Requirements

Type	Description
Alternative qualifications considered	<p>The students suitable for the MSc Leadership and Management Practice will typically have some experience of managing within an organization, they may be new in role or a manager wanting to develop their knowledge skills and practice. Given the general nature of assessment, candidates will normally have some managerial experience and have one of the following: - A degree from a recognised University or equivalent awarding institution at second class honours level or above; or - A professional qualification recognised as equivalent to the above; or - An award which the University has agreed to accept as equivalent to the above Where a candidate does not fulfil the standard entry qualification, the Programme Leader may interview the person to determine their suitability for the Programme. Students who have a PG Cert in Leadership and Digital Marketing can enter this programme at the same point at which the PG Cert in Leadership and Management would be gained, i.e. the first 60 credits of the full MS Programme.</p>

Extra Entry Requirements