

Overview

Programme Code	36687
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	
Link Tutor(s)	Oliver Kayas

Partner Name	Partnership Type
Oryx Universal College WLL	Franchised

Awards

Award Type	Award Description	Award Learning Outcomes
Target Award	Master of Science - MS	See Learning Outcomes Below
Alternative Exit	Postgraduate Certificate - PC	Synthesise and apply leadership and leader development theory to improve organisational effectiveness. Assess their own development as a leader and manager and their impact on others and plan to improve their practice. Explore how organisations behave, critically evaluate theoretical perspectives and consider how to enhance performance within their own settings. Reflect on how key business functions support organisational effectiveness and will develop an understanding of their inter-relatedness, to support the leadership and management decisions they make. Develop a conceptual framework from which research philosophies, strategies and methods can be reviewed and focused into a coherent research proposal, and in doing so, to develop as a reflective scholarly practitioner
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

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	April	Oryx Universal College WLL	2 Years
Part-Time, Face to Face	January	Oryx Universal College WLL	2 Years
Part-Time, Face to Face	September	Oryx Universal College WLL	2 Years

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.

Code	Description
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
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

MSc Leadership and Management Practice Students will study the following modules:

Year 1, Semester 1

7700ORYXLM Leadership and Leader Development (20 credits)

7701ORYXLM Behaviour in Organisations (10 credits)

Year 1, Semester 2

7702ORYXLM Leading the Business (20 credits)

7710ORYXLM Research Methods (10 credits)

Year 1, Semester 3 (Summer Semester)

7703ORYXLM Strategy and Change (20 credits)

7704ORYXLM Leading Innovation (10 credits)

Year 2, Semester 1

7705ORYXLM Learning Orientated Leadership (20 credits)

7706ORYXLM Integrated Leadership Strategies (10 credits)

Year 2, Semester 2

7712ORYXLM Leadership & Management Consultancy Project (60 credits)

All students are expected to pass the Research Methods 7710ORYXLM module prior to the submission of the Leadership and Management Consultancy Project 7712ORYXLM.

Alternative Exit awards:

The alternative exit award - Postgraduate Certificate in Leadership and Management Practice for students who leave the programme after gaining 60 Level 7 credits must include the following modules:

7700ORYXLM Leadership and Leader Development (20 credits)

7701ORYXLM Behaviour in Organisations (10 credits)

7702ORYXLM Leading the Business (20 credits)

7710ORYXLM Research Methods (10 credits)

The alternative exit award - Postgraduate Diploma in Leadership and Management Practice for students who leave the programme after gaining 120 Level 7 credits must include the following modules:

7700ORYXLM Leadership and Leader Development (20 credits)

7701ORYXLM Behaviour in Organisations (10 credits)

7702ORYXLM Leading the Business (20 credits)

7710ORYXLM Research Methods (10 credits)

7703ORYXLM Strategy and Change (20 credits)

7704ORYXLM Leading Innovation (10 credits)

7705ORYXLM Learning Orientated Leadership (20 credits)

7706ORYXLM Integrated Leadership Strategies (10 credits)

Programme Structure - 180 credit points

Level 7 - 180 credit points

Level 7 Core - 150 credit points

CORE

[MODULE] 7700ORYXLM Leadership and Leader Development Approved 2022.01 - 20 credit points

[MODULE] 7701ORYXLM Behaviour in Organisations Approved 2022.01 - 10 credit points

[MODULE] 7702ORYXLM Leading the Business Approved 2022.01 - 20 credit points

[MODULE] 7703ORYXLM Strategy and Change Approved 2022.01 - 20 credit points

[MODULE] 7704ORYXLM Leading Innovation Approved 2022.01 - 10 credit points

[MODULE] 7710ORYXLM Research Methods Approved 2022.01 - 10 credit points

[MODULE] 7712ORYXLM Leadership & Management Consultancy Project Approved 2022.01 - 60 credit points

Level 7 Optional - 30 credit points

OPTIONAL

[MODULE] 7705ORYXLM Learning Orientated Leadership Approved 2022.01 - 20 credit points

[MODULE] 7706ORYXLM Integrated Leadership Strategies Approved 2022.01 - 10 credit points
[MODULE] 7707ORYXLM OD Theories and Practices Approved 2022.01 - 10 credit points
[MODULE] 7708ORYXLM OD Diagnosing and Intervention Design Approved 2022.01 - 10 credit points
[MODULE] 7709ORYXLM OD Implementing and Evaluating Interventions Approved 2022.01 - 10 credit points
[MODULE] 7711ORYXLM Command and Decision Making in Critical Incidents Approved 2022.01 - 10 credit points
[MODULE] 7713ORYXLM Press and Media Approved 2022.01 - 10 credit points
[MODULE] 7714ORYXLM Applied Research-Informed Evidence Approved 2022.01 - 10 credit points

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

Teaching, Learning and Assessment

Learners will attend a 2-day residential 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. The university's VLE (Canvas) will enable teaching materials to be readily available off-site. There is a strong emphasis on recognising learning in the workplace; learners will integrate key concepts and theories, assessing the impact of these on their own working environment. Action learning will be adopted as the key supportive and collaborative approach. Issues, challenges and good practice from the workplace are discussed and peer reviewed, providing a forum for ideas, thoughts, issues and actions. 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 the experience of individual students through the application of theory to practice. In the initial 20 credit module, the emphasis will be on portfolio work, bringing together different facets of learning. During all modules, formative feedback will support summative assessments. In addition to this a 'flipped learning' approach will provide content prior to the session using the university's VLE (Canvas). 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. Masterclasses - where keynote speakers address current issues, emerging practice and thought leadership – will address intellectual skills and the ever-changing nature of leadership and management. 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 for participants to apply their learning to organisational situations. This is of critical importance to students, empowering them to make a contribution to their organisation. In addition to course work that links theory to practice, the application of learning is also achieved through case-study analysis and a shared understanding that draws on the group experience. Classroom sessions are interactive and student-centred, with group activities prioritised. Participants will also be expected to undertake work on their own and this will demand a degree of self-management. The applied nature of the programme will normally require participants to relate theory to an organisational context, analyse organisational issues and apply recommendations. Students will investigate a business or management problem that requires independent research and the synthesis of knowledge and data to solve a problem. Key study skills will be developed throughout the programme, with these being addressed initially in the first core module. Where specific software packages are used, there is an expectation that these will form part of the assessment submission, whilst other skills will be embedded in specific modules. The core management competences of prioritising and time management are supported by clear submission deadlines, with protocols for extenuating circumstances. Transferable skills will be crucial in providing students with the increased confidence and ability to solve business problems within their organisation. The culmination of transferable skills, including reflexive learning will be then demonstrated in the dissertation.

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:</p> <ul style="list-style-type: none">- 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 <p>Where a candidate does not fulfil the standard entry qualification, the Programme Leader may interview the person to determine their suitability for the Programme.</p>

Extra Entry Requirements