



LONDON CENTRE *of* MARKETING

POSTGRADUATE DIPLOMA BUSINESS MANAGEMENT & MARKETING Detailed Syllabus



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Title of Award

Postgraduate Diploma in Business Management & Marketing

Learning Hours

400 Guided Learning Hours (GLH)

800 Independent Learning Hours (ILH)

Structure

Candidates must complete all four mandatory modules.

Module Title	GLH	Mode of Assessment	Weighting
Marketing & Enterprise Strategy	100	Internally set, marked and moderated final examination	25%
Communications Management	100	Internally set, marked and moderated final examination	25%
Corporate & Business Management	100	Internally set, marked and moderated final examination	25%
Leadership	100	Internally set, marked and moderated final examination	25%

Prerequisites

Candidates must have completed the Graduate Diploma in Business Management & Marketing Award or equivalent.

Guidance Materials

Each syllabus contains a reading list with titles candidates should base their studies on. In addition, past examination papers for each module in this Award are also posted on our web site.

Delivery

The delivery of the Award will commence in April 2010.

Internal Quality Control

All examination papers are externally set, marked and internally moderated.

UNIT SPECIFICATIONS

1 - Title of Module

Marketing and Enterprise Strategy

2 - Level

7

3 - Guided Learning Hours

100

4 – London Centre of Marketing Postgraduate Diploma in Business Management & Marketing of which this module is a component

Qualification Title	Value of module as a Proportion of the Award
London Centre of Marketing Postgraduate Diploma in Business Management & Marketing	25%

5 – Aims and Objectives of this Module

This module aims to provide students with a managerial framework for developing strategic directions and plans for a diverse range of organisation types. In particular, the module will focus on the development and implementation of marketing strategies and tactics to help organisations gain a competitive advantage in volatile operating environments and allow students to make a significant contribution to an organisation's corporate and/or marketing strategy.

Upon successful completion of the module the candidate should be able to:

- Identify the range of macro, micro and internal factors that impact an organisation and critically evaluate their significance in general as well as those that will have the greatest impact on the organisation.
- Critically evaluate a range of alternative strategic responses to those factors of greatest significance and justify their inclusion in the organisations strategic plan(s).
- Use a range of financial, risk assessment and other measurement tools to assess both the financial and non-financial benefits of various strategic options and the outcomes of implemented strategic plans.
- Develop and evaluate appropriate marketing tactics to achieve strategic objectives and deliver customer value.

6- Learning Outcomes

- LO1 Identify, critically evaluate and make appropriate use of information on both the internal and external marketing environments from a variety of sources to inform decision making and the development of marketing strategy.
- LO2 Make a reasoned and critical selection of strategic and analytical tools and techniques appropriate to an organisation's strategic aims and objectives
- LO3 Develop and implement necessary tactical marketing plans to achieve strategic objectives
- LO4 Develop and critically evaluate both the feasibility and the outcomes of alternative strategy options using measurement and risk assessment tools

7-Content

LO1 Identify, critically evaluate and make appropriate use of information on both the internal and external marketing environments from a variety of sources to inform decision making and the development of marketing strategy.

- Identify and critically evaluate the range of macroenvironmental factors and processes that could impact an organisation and its strategic plans
- Identify and critically evaluate the range of market related and microenvironmental factors and process that could impact an organisation and its strategic plans
- Undertake an internal analysis of the organisation and its marketing processes to identify core strengths and weaknesses in systems, processes and tactical approaches in the organisation and its marketing function that could impact the success of the strategic plan.
- Justify and advise on any marketing research that may need to be undertaken prior to the development of strategic plans

LO2 Make a reasoned and critical selection of strategic and analytical tools and techniques appropriate to an organisation's strategic aims and objectives

- Use appropriate strategic tools such as Porter's generic strategies, portfolio analysis and the Ansoff matrix to help an organisation achieve a competitive advantage.
- Critically evaluate selected strategic tools in light of the key macro, micro, and internal factors deemed to have the greatest potential impact on the organisation.
- Develop and justify a set of strategic objectives for the marketing plan in light of the environmental analysis and chosen strategic directions

LO3 Develop and implement necessary tactical marketing plans to achieve strategic objectives

- Use segmentation and targeting to identify the appropriate customer base for the strategic plan and critically evaluate alternative positioning strategies
- Identify and evaluate appropriate brand and product portfolios for the strategic plan.
- Develop pricing policies necessary to achieve financial objectives while meeting distributor and customer needs and expectations.
- Identify and implement appropriate channel strategies
- Outline an effective and innovative communications plan that will deliver the brand values and address customer expectations.
- Carefully integrate marketing mix and organisational resources to achieve given strategic objectives.

LO4 Develop and critically evaluate both the feasibility and the outcomes of alternative strategy options using measurement and risk assessment tools

- Identify, evaluate and quantify, where possible, the risks associated with chosen strategic options.
- Financially assess the cost and profitability potential of chosen strategic options.
- Suggest appropriate evaluation and measurement tools and processes to assess the effectiveness of implemented strategic options in achieving set objectives.
- Develop contingency plans to manage unforeseen circumstances and emerging risks.

8-Assessment Criteria

Learning Outcomes	Content	Assessment Criteria
<p>LO1 Identify, critically evaluate and make appropriate use of information on both the internal and external marketing environments from a variety of sources to inform decision making and the development of marketing strategy.</p>	<ul style="list-style-type: none"> • Identify and critically evaluate the range of macroenvironmental factors and processes that could impact an organisation and its strategic plans • Identify and critically evaluate the range of market related and microenvironmental factors and process that could impact an organisation and its strategic plans • Undertake an internal analysis of the organisation and its marketing processes to identify core strengths and weaknesses in systems, processes and tactical approaches in the organisation and its marketing function that could impact the success of the strategic plan. • Justify and advise on any marketing research that may need to be undertaken prior to the development of strategic plans 	<p>Given a scenario and a set of data, identify the macro, market-related and micro factors and processes that could impact an organisation, and critically evaluate the impact that they may have.</p> <p>Given a scenario and a set of data identify an organisation's core strengths and weaknesses and critically evaluate the impact they may have on an organisations future and its strategic plans.</p> <p>Explain what marketing research might be appropriate before an organisation identifies its strategic directions.</p>
<p>LO2 Make a reasoned and critical selection of strategic and analytical tools and techniques appropriate to an organisation's strategic aims and objectives</p>	<ul style="list-style-type: none"> • Use appropriate strategic tools such as Porter's generic strategies, portfolio analysis and the Ansoff matrix to help an organisation achieve a competitive advantage. • Critically evaluate selected strategic tools in light of the key macro, micro, and internal factors deemed to have the greatest potential impact on the organisation. • Develop and justify a set of strategic objectives for the marketing plan in light of the environmental analysis and chosen strategic directions 	<p>Given a scenario, suggest and justify alternative Ansoff, portfolio analysis, and/or Porter's generic strategic approaches to be adopted by an organisation.</p> <p>Identify and justify appropriate strategic directions for an organisation given particular macro, micro and internal factors affecting the organisation, its industry, and its customers.</p> <p>Given a scenario, develop and justify appropriate quantitative and qualitative strategic objectives</p>

<p>LO3 Develop and implement necessary tactical marketing plans to achieve strategic objectives</p>	<ul style="list-style-type: none"> • Use segmentation and targeting to identify the appropriate customer base for the strategic plan and critically evaluate alternative positioning strategies • Identify and evaluate appropriate brand and product portfolios for the strategic plan. • Develop pricing policies necessary to achieve financial objectives while meeting distributor and customer needs and expectations. • Identify and implement appropriate channel strategies • Outline an effective and innovative communications plan that will deliver the brand values and address customer expectations. • Carefully integrate marketing mix and organisational resources to achieve given strategic objectives. 	<p>Explain and justify an appropriate segmentation, targeting, and positioning strategy given a particular case study.</p> <p>Explain how an organisation develops brand and product portfolios that are appropriate to its strategic directions, its target market(s) and its resources.</p> <p>Evaluate alternative approaches to price setting and the constraints that affect organisations in setting price.</p> <p>Evaluate alternative channel and distribution strategies, given a scenario.</p> <p>Critically evaluate a range of alternative communications plans to help an organisation achieve strategic objectives.</p>
<p>LO4 Develop and critically evaluate both the feasibility and the outcomes of alternative strategy options using measurement and risk assessment tools</p>	<ul style="list-style-type: none"> • Identify, evaluate and quantify, where possible, the risks associated with chosen strategic options. • Financially assess the cost and profitability potential of chosen strategic options. • Suggest appropriate evaluation and measurement tools and processes to assess the effectiveness of implemented strategic options in achieving set objectives. • Develop contingency plans to manage unforeseen circumstances and emerging risks. 	<p>Explain approaches to identifying, evaluating and quantifying product, market and financial risks associated with strategic plans.</p> <p>Given key data, evaluate the profitability of a set of strategic options.</p> <p>Identify and justify an appropriate evaluation and measurement strategy for a given marketing plan.</p> <p>Given a scenario and marketing plan, suggest and justify a contingency plan based either on a more robust operating environment than planned or a more restricted operating environment.</p>

9. Learning Resources

Core Text

Proctor, T. (2008) Strategic Marketing: An Introduction, Oxford: Routledge

Supplementary Texts

West, D., Ford, J. & Ibrahim E., (2006) Strategic Marketing: Creating Competitive Advantage, Oxford: Oxford University Press

Zyman, S., Sutton, D., & Klein, T. (2003) Enterprise Marketing Management: The New Science of Marketing, Oxford: John Wiley & Sons

UNIT SPECIFICATIONS

1 - Title of Module

Communications Management

2 - Level

7

3 - Guided Learning Hours

100

4 – London Centre of Marketing Postgraduate Diploma in Business Management & Marketing of which this module is a component

Qualification Title	Value of module as a Proportion of the Award
London Centre of Marketing Postgraduate Diploma in Business Management & Marketing	25%

5 – Aims and Objectives of this Module

The aim of this module is to develop students systematic understanding of communications theory and practice and in particular give them the theory and skills to integrate a range of communication objectives and tools to support corporate, managerial, marketing and brand objectives /activities. Students will develop a critical understanding of the role and importance of communications strategies in managing and improving the relationships between an organisation and its stakeholders and how to develop communications plans.

Upon successful completion of the module the candidate should be able to:

- Discuss and critically evaluate the major theories and issues in communications and show an advanced understanding of how these theories are applied in management decision making contexts.
- Demonstrate a systematic and advanced understanding of the advantages and disadvantages of different communication tools (such as advertising and public relations) and media (such as television and online) for achieving various management objectives.
- Demonstrate the ability to integrate an appropriate mix of communications tools in a systematically developed and implemented communications plan.
- Explain and critically evaluate communications approaches for developing effective, long term relationships with customers, channel members, suppliers, employees and other stakeholders, or for managing current issues in the relationships with these groups.

6- Learning Outcomes

- LO1** Discuss and critically evaluate key communications theories, practices and principles, and the communications industry.
- LO2** Critically evaluate communication tools and their role in supporting management, marketing, and organisational objectives.
- LO3** Develop and critically evaluate integrated communications strategies and plans.
- LO4** Analyse and critically evaluate marketing communications strategies for building and maintaining critical relationships and for special audiences.

7-Content

LO1 Discuss and critically evaluate key communications theories, practices and principles and roles of various groups and organisations in the communications industry

- An introduction to communications and its uses in corporate, managerial, and marketing contexts.
- The communications industry: key players, technologies, processes and regulatory bodies
- Communications theories and understanding how consumers and other stakeholders process information
- The role of communications in a range of marketing, corporate and managerial decision making contexts and strategies

LO2 Critically evaluate communication tools and their role in supporting management, marketing, and organisational objectives.

- The roles, advantages and disadvantages of advertising and direct marketing in different managerial and marketing contexts
- The roles, advantages and disadvantages of sales promotion in different managerial and marketing contexts
- The roles, appropriate use of and challenges of public relations activities and sponsorship in achieving and supporting corporate, managerial and marketing objectives
- The role, appropriate use of, and management of personal selling in marketing
- The role and evaluation of additional communication tools such as product placement, trade shows and exhibitions, packaging, and others

LO3 Develop and critically evaluate integrated communications strategies and plans.

- Explain the concepts, processes, and benefits involved in developing integrated communications plans
- Marketing communications objectives, strategy and plan development
- Developing appropriate messages and themes, given the target audience, a set of brand (or corporate values), a set of communication tools and the plan objectives
- Select and evaluate appropriate media for the integrated communications plans
- Discuss the roles of and relationships between various external agencies (advertising agencies, digital media agencies, media placement agencies) and the organisations' communications team
- Develop, implement and evaluate appropriate measurement and evaluation strategies for communications plans
- Ethical issues in communications

LO4 Analyse and critically evaluate marketing communications strategies for building and maintaining critical relationships and for special audiences.

- Key stakeholders, their relationships with the organisation, and the role of communications in building and managing those relationships.
- Internal communications planning and effectiveness, including management/union relationships
- Communications issues and strategies in business to business marketing
- Communications issues and strategies in global business and marketing
- Using communications to develop and manage corporate reputation
- Communications issues in online and digitally-mediated environments.

8-Assessment Criteria

Learning Outcomes	Content	Assessment Criteria
<p>LO1 Discuss and critically evaluate key communications theories, practices and principles, and the communications industry.</p>	<ul style="list-style-type: none"> • An introduction to communications and its uses in corporate, managerial, and marketing contexts. • The communications industry: key players, technologies, processes and regulatory bodies • Communications theories and understanding how consumers and other stakeholders process information • The role of communications in a range of marketing, corporate and managerial decision making contexts and strategies 	<p>Explain the various roles of communications in achieving corporate, managerial and marketing objectives.</p> <p>Identify and evaluate the changing roles of the main players in the communications industry.</p> <p>Identify key regulatory bodies and evaluate key legislation or guidelines that impact communications planning.</p> <p>Critically evaluate alternative communications theories that underpin management and marketing communications.</p>
<p>LO2 Critically evaluate communication tools and their role in supporting management, marketing, and organisational objectives.</p>	<ul style="list-style-type: none"> • The roles, advantages and disadvantages of advertising and direct marketing in different managerial and marketing contexts • The roles, advantages and disadvantages of sales promotion in different managerial and marketing contexts • The roles, appropriate use of and challenges of public relations activities and sponsorship in achieving and supporting corporate, managerial and marketing objectives • The role, appropriate use of, and management of personal selling in marketing • The role and evaluation of additional communication tools such as product placement, trade shows and exhibitions, packaging, and others 	<p>Given a scenario, set communications objectives and discuss the advantages and disadvantages of using advertising and direct marketing to achieve them.</p> <p>Given a scenario, set communications objectives and discuss the advantages and disadvantages of using sales promotion, field marketing and changes to packaging to achieve them.</p> <p>Identify a range of corporate and marketing issues/contexts and the appropriate use of public relations to achieve communications objectives in those contexts.</p> <p>Critically evaluate the role of sponsorship and product placement in achieving various communications objectives</p> <p>Explain the costs and benefits of using personal selling to achieve marketing objectives</p>

<p>LO3 Develop and critically evaluate integrated communications strategies and plans.</p>	<ul style="list-style-type: none"> • Explain the concepts, processes, and benefits involved in developing integrated communications plans • Marketing communications objectives, strategy and plan development • Developing appropriate messages and themes, given the target audience, a set of brand (or corporate values), a set of communication tools and the plan objectives • Select and evaluate appropriate media for the integrated communications plans • Discuss the roles of and relationships between various external agencies (advertising agencies, digital media agencies, media placement agencies) and the organisations' communications team • Develop, implement and evaluate appropriate measurement and evaluation strategies for communications plans • Ethical issues in communications 	<p>Write an email to management outlining of the benefits of integrated communications planning in achieving given communications objectives and compare and contrast integrated communications plans with more random disintegrated approaches.</p> <p>Given a scenario, identify and justify appropriate communications objectives, tools and media.</p> <p>Given a scenario, evaluate alternative forms of media for achieving the communications objectives.</p> <p>Given a set of communications objectives and tools, identify the roles that various external communications agencies might play in developing and implementing the communications strategy and evaluate the potential challenges that could result.</p> <p>Explain and justify an appropriate measurement and evaluation programme for a given communications plan and strategy</p> <p>Critically evaluate key ethical issues that may arise during the development or implementation of communications plans and how they may be appropriately resolved.</p>
<p>LO4 Analyse and critically evaluate marketing communications strategies for building and maintaining critical relationships and for special audiences.</p>	<ul style="list-style-type: none"> • Key stakeholders, their relationships with the organisation, and the role of communications in building and managing those relationships. • Internal communications planning and effectiveness, including management/union relationships • Communications issues and strategies in business 	<p>Identify the key stakeholders that organisations need to communicate with and build relationships with, and evaluate various communication tools and processes used to build and maintain those relationships.</p> <p>Identify key internal stakeholders and evaluate alternative communication strategies for managing relationships with management.</p>

	<p>to business marketing</p> <ul style="list-style-type: none"> • Communications issues and strategies in global business and marketing • Using communications to develop and manage corporate reputation • Communications issues in online and digitally-mediated environments. 	<p>Identify and explain key differences in the relationships between B2C and B2B customer/buyer relationships and explain how communications strategies need to be adapted to the B2B relationships.</p> <p>Critically evaluate cross-cultural communications theories and their relevance to cross border/global marketing.</p> <p>Explain the challenges associated with building and maintaining corporate reputations and evaluate the role of communications in these processes.</p> <p>Outline and evaluate communication challenges in online and digitally mediated environments and justify strategies to reduce these challenges.</p>
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9. Learning Resources

Core Text

Fill, C (2009) Marketing Communications: Interactivity, Communities and Content, London: Pearson Education

Supplementary Texts

Copley, P. (2004) Marketing Communications Management, Kidlington: Elsevier

Bell, A.H. and Smith, D.M. (2010) Management Communication 3rd Ed., Oxford: John Wiley & Sons

UNIT SPECIFICATIONS

1 - Title of Module

Corporate and Business Management

2 - Level

7

3 - Guided Learning Hours

100

4 – London Centre of Marketing Postgraduate Diploma in Business Management & Marketing of which this module is a component

Qualification Title	Value of module as a Proportion of the Award
London Centre of Marketing Postgraduate Diploma in Business Management & Marketing	25%

5 – Aims and Objectives of this Module

The aim of this module is to provide students with the theoretical, conceptual, and analytical tools to assess and develop corporate and business strategy. Students will apply and critically evaluate concepts and models associated with developing a competitive strategic position for an organisation, including how to critically assess an organisation's core competencies within given environmental and industry-related contexts and challenges. They will then investigate a range of alternative strategic choices that organisations can implement, learn how to make appropriate choices for given organisations and then critically evaluate strategy development and implementation choices.

Upon successful completion of the module the candidate should be able to:

- Assess and organisation's environment and strategic capability using theoretical tools and concepts
- Critically evaluate and deploy a range of strategic options as part of an organisation's strategic planning process
- Identify and critically assess the resource needs of an organisation for the development and implementation of a strategic plan
- Discuss and evaluate strategic needs and directions under conditions of change, cultural diversity, and in the development of socially responsible business practices and policies.

6- Learning Outcomes

- LO1 Discuss and critically evaluate concepts, models and approaches to assessing an organisation's strategic position
- LO2 Investigate and critically evaluate a range of alternative strategic choices for an organisation given particular competencies and environmental conditions
- LO3 Explain and assess the managerial processes needed to transform strategy into action and to evaluate strategy effectiveness
- LO4 Discuss and critically assess managerial responses to emerging and key themes in corporate management.

7-Content

LO1 Discuss and critically evaluate concepts, models and approaches to assessing an organisation's strategic position

- An introduction to strategy and strategic management
- Concepts and approaches used to characterise the structure of the business operating environment
- Diagnosing and organisation's strategic capability and the means to achieve sustainable competitive advantage
- Strategic purpose and corporate governance as frameworks for strategy development

LO2 Investigate and critically evaluate a range of alternative strategic choices for an organisation given particular competencies and environmental conditions

- The concepts and issues associated with strategic choice
- The practice of strategy – who is involved and alternative approaches to strategy development
- Business-level and business unit strategic issues and choices, including those to develop and sustain competitive advantage
- Corporate level strategic issues and choices, including those based on product/market, value creation and portfolio matrices
- Strategic choices in international strategy development
- Strategies and strategic issues associated with innovation and entrepreneurship

LO3 Explain and assess the managerial processes needed to transform strategy into action and to evaluate strategy effectiveness

- Methods for pursuing strategies, including organic, acquisition, and alliances
- Intended vs. emergent strategy development and other patterns of strategy development
- Challenges associated with managing strategy development
- Organisational issues in strategy development and implementation
- Resourcing strategy, including human, informational, financial and technological resources
- Concepts and process associated with evaluating strategy

LO4 Discuss and critically assess managerial responses to emerging and key themes in corporate management.

- Key stakeholders, their relationships with the organisation and managing their expectations.
- Managing strategic change
- Managing strategy development across cultures, including organisational, national, and regional cultures
- Business ethics, corporate social responsibility and organisational purpose

8-Assessment Criteria

Learning Outcomes	Content	Assessment Criteria
<p>LO1 Discuss and critically evaluate concepts, models and approaches to assessing an organisation's strategic position</p>	<ul style="list-style-type: none"> • An introduction to strategy and strategic management • Concepts and approaches used to characterise the structure of the business operating environment • Diagnosing and organisation's strategic capability and the means to achieve sustainable competitive advantage • Strategic purpose and corporate governance as frameworks for strategy development 	<p>Given a scenario, characterise the structure of a business operating environment, using appropriate evaluative tools and models.</p> <p>Discuss and critically evaluate approaches to diagnosing and developing sustainable competitive advantage for an organisation.</p> <p>Discuss and assess the importance of developing a strategic purpose and appropriate corporate governance frameworks</p>
<p>LO2 Investigate and critically evaluate a range of alternative strategic choices for an organisation given particular competencies and environmental conditions</p>	<ul style="list-style-type: none"> • The concepts and issues associated with strategic choice • The practice of strategy – who is involved and alternative approaches to strategy development • Business-level and business unit strategic issues and choices, including those to develop and sustain competitive advantage • Corporate level strategic issues and choices, including those based on product/market, value creation and portfolio matrices • Strategic choices in international strategy development • Strategies and strategic issues associated with innovation and entrepreneurship 	<p>Given a scenario, identify and justify appropriate strategic choices for an organisation using product-market (or) value creation (or) portfolio matrices</p> <p>Differentiate between strategy development at the business unit level and at the corporate level, and identify key approaches to strategy development at each level.</p> <p>Identify and explain, using examples, challenges to strategy development in international markets and in a global context</p> <p>Identify and explain key issues associated with strategic innovation/entrepreneurship and how they can be managed</p>
<p>LO3 Explain and assess the managerial processes needed to transform strategy into action and to evaluate strategy effectiveness</p>	<ul style="list-style-type: none"> • Methods for pursuing strategies, including organic, acquisition, and alliances • Intended vs. emergent strategy development and other patterns of strategy development 	<p>Differentiate between and critically evaluate organic, acquisition and alliance approaches to achieving corporate strategic objectives</p> <p>Critically evaluate intended vs.</p>

	<ul style="list-style-type: none"> • Challenges associated with managing strategy development • Organisational issues in strategy development and implementation • Resourcing strategy, including human, informational, financial and technological resources • Concepts and process associated with evaluating strategy 	<p>emergent theories of strategy development</p> <p>Identify and explain key organisational issues associated with first developing and then implementing strategy.</p> <p>Explain the resources needs of strategy development and implementation and the trade-offs between them</p> <p>Critically evaluate alternative approaches to evaluating both the strategy process and strategic implementation</p>
<p>LO4 Discuss and critically assess managerial responses to emerging and key themes in corporate management.</p>	<ul style="list-style-type: none"> • Key stakeholders, their relationships with the organisation and managing their expectations. • Managing strategic change • Managing strategy development across cultures, including organisational, national, and regional cultures • Business ethics, corporate social responsibility and organisational purpose 	<p>Critically evaluate the stakeholder approach to corporate management</p> <p>Discuss key strategic issues in managing organisational change</p> <p>Identify challenges associated with developing strategy in a diverse organisation or across cultures in a global organisation, and suggest and justify approaches to improving both the process and outcomes</p> <p>Critically assess the theoretical rationales for corporate social responsibility and the likely CSR approaches taken by organisations with alternative rationales</p>

9. Learning Resources

Core Text

Johnson, G., Scholes, K. and Whittington, R. (2008) Exploring Corporate Strategy: Texts and Cases, 8th Ed., London: Pearson Education

Supplementary Texts

Lynch, R. (2006) Corporate Strategy 4th Ed., London: Pearson Education.

Mintzberg, H. (2008) The Strategy Safari: The Complete Guide through the Wilds of Strategic Management, 2nd Ed., London: FT Press

Mintzberg, H., Lampel, J.B., Quinn, J.B., and Ghosal, S. (2002) The Strategy Process: Concepts, Context and Cases, 4th Ed., London: Prentice Hall

Kaplan, R.S. and Norton, D.P. (2002) The Balanced Scorecard, Boston: Harvard Press

UNIT SPECIFICATIONS

1 - Title of Module

Leadership

2 - Level

7

3 - Guided Learning Hours

100

4 – London Centre of Marketing Postgraduate Diploma in Business Management & Marketing of which this module is a component

Qualification Title	Value of module as a Proportion of the Award
London Centre of Marketing Postgraduate Diploma in Business Management & Marketing	25%

5 – Aims and Objectives of this Module

This module aims to provide students with the tools to critically evaluate the theories and research on leadership in organisations and the tools to improve personal leadership skills. In particular students will evaluate the theoretical perspectives of leadership behaviour, style and motives and the range of leadership theories including participative, contingency, charismatic, transformational and authentic for the purposes of developing critical managerial skills and leadership effectiveness.

Upon successful completion of the module the candidate should be able to:

- Discuss and critically assess the relationship between management and leadership and the role of leadership in organisations
- Critically evaluate alternative theories of leadership behaviour, style and effectiveness
- Evaluate the impact of a range of key factors on leadership effectiveness and skill development and propose ways to enhance both organisational and personal leadership abilities
- Recommend how to manage change, ethical issues, and diversity from a leadership perspective

6- Learning Outcomes

- LO1 Critically assess the nature of leadership, its relationship to management and its role in organisational effectiveness
- LO2 Critically evaluate alternative leadership theories, behaviours, attitudes and styles
- LO3 Discuss and evaluate factors affecting effective leadership behaviour and skill development
- LO4 Critically evaluate key trends and emerging issues in organisational leadership

7-Content

LO1 Critically assess the nature of leadership, its relationship to management, and its role in organisational effectiveness

- Definitions of leadership
- The contribution that leadership makes to organisational success
- Processes of organisational decision making and the role of leadership in these processes
- Indicators of leadership effectiveness
- The constraints, demands, choices and activities of managers and the role of leadership skills
- Leadership and management traits, skills and behaviours.
- An overview of leadership research – major findings, biases and explanatory processes

LO2 Critically evaluate alternative leadership theories, behaviours, attitudes and styles

- Theoretical perspectives on leadership, past and present
- Leadership behaviour taxonomies and schools
- Contingency and situational models of leadership
- Theories of participative leadership, delegation and empowerment
- Theories of dyadic relations, leader attributions and followership
- Charismatic and transformational leadership behaviours, attitudes and styles
- The authentic leadership model

LO3 Discuss and evaluate factors affecting effective leadership behaviour and skill development

- Definitions and concepts of power, authority, influence, and legitimacy
- Sources of power and how power is acquired and lost
- Theories of power and influence behaviour and effectiveness
- Role of influence and leadership in managing and developing groups and teams
- Developing leadership skills through experience, training, mentoring, and other processes

LO4 Critically evaluate key trends and emerging issues in organisational leadership

- Effective leadership in change management
- Leadership in cross-cultural settings
- Managing diversity
- Ethical issues in leadership: situations, dilemmas, consequences and ethical leadership

8-Assessment Criteria

Learning Outcomes	Content	Assessment Criteria
<p>LO1 Critically assess the nature of leadership, its relationship to management and its role in organisational effectiveness</p>	<ul style="list-style-type: none"> • Definitions of leadership • The contribution that leadership makes to organisational success • Processes of organisational decision making and the role of leadership in these processes • Indicators of leadership effectiveness • The constraints, demands, choices and activities of managers and the role of leadership skills • Leadership and management traits, skills and behaviours. • An overview of leadership research – major findings, biases and explanatory processes 	<p>Explain using examples the role of leadership in organisational decision-making and organisational success.</p> <p>Identify and critically analyse theoretical indicators of leadership effectiveness.</p> <p>Explain using examples the role of leadership skills in key management tasks and under the managerial challenges of time constraints and operational demands.</p> <p>Explore the relationship between leadership and managerial traits, skills and behaviours, identifying any differences using examples.</p> <p>Explain the origins of leadership research and the key themes that have emerged.</p>
<p>LO2 Critically evaluate alternative leadership theories, behaviours, attitudes and styles</p>	<ul style="list-style-type: none"> • Theoretical perspectives on leadership, past and present • Leadership behaviour taxonomies and schools • Contingency and situational models of leadership • Theories of participative leadership, delegation and empowerment • Theories of dyadic relations, leader attributions and followership • Charismatic and transformational leadership behaviours, attitudes and styles • The authentic leadership model 	<p>Explain and critically evaluate the theories of: participative leadership, dyadic relations and leader attributions, charismatic and transformational leadership.</p> <p>Explain and critically evaluate the following leadership models: contingency, situational, and authentic.</p>
<p>LO3 Discuss and evaluate factors that impact upon effective leadership behaviour and skill development</p>	<ul style="list-style-type: none"> • Definitions and concepts of power, authority, influence, and legitimacy • Sources of power and how power is acquired and lost 	<p>Explain the concepts of power, authority, influence, and legitimacy in relation to leadership behaviour and effectiveness, using theoretical</p>

	<ul style="list-style-type: none"> • Theories of power and influence behaviour and effectiveness • Role of influence and leadership in managing and developing groups and teams • Developing leadership skills through experience, training, mentoring, and other processes 	<p>perspectives where appropriate.</p> <p>Explain how leadership behaviour, including influence can lead to both positive or negative group behaviour and outcomes.</p> <p>Discuss and critically evaluate the means by which leadership skills are developed and improved.</p>
<p>LO4 Critically evaluate key trends and emerging issues in organisational leadership</p>	<ul style="list-style-type: none"> • Effective leadership in change management • Leadership in cross-cultural settings • Managing diversity • Ethical issues in leadership: situations, dilemmas, consequences and ethical leadership 	<p>Explain what is meant by change management and the role that leadership plays in helping organisations achieve successful outcomes in this process.</p> <p>Identify and explain, using examples, the challenges that leaders may face in operating in cross-cultural settings or within a highly diverse work-force and propose leadership techniques or behaviours to effectively manage these challenges.</p> <p>Given a scenario involving ethical issues, explain, with reference to theory, how leaders could manage this (these) situations for an effective and appropriate outcome.</p>

9. Learning Resources

Core Text

Yukl, G. (2009) Leadership in Organisations 7th Edn., London: Pearson Education.

Supplementary Texts

Turnbull-James, K & Collins, J., Eds. (2008) Leadership Learning, Basingstoke, Hampshire: Palgrave Macmillan

Bell, A. & Smith, D (2010) Developing Leadership Abilities, London: Pearson Education