

MODULE TITLE		Nature of Management			
MODULE LEVEL		7			
MODULE CREDIT POINTS		15			
SI MODULE CODE (if known)		25-7K01-00C			
MODULE JACS CODE		N211			
SUBJECT GROUP		SG-44014 Strategic Management -OM			
MODULE DELIVERY PATTERN (✓ as applicable or give dates for non-standard delivery) NB "Semester 3" ends on 31 July each year					
LONG (2 semesters)		SHORT (1 semester)		NON-STANDARD DELIVERY	
				Start Date	Flexible Distance Learning Start date whenever student opts to start
				End Date	Notified to student at start date - 15 weeks per 15 credit module
MODULE ASSESSMENT PATTERN (✓ as applicable - also complete Table A, Section 5, below)					
Single Module Mark with Overall Module Pass Mark of 40%					✓
Single Module Mark - Pass/Fail only					
Up to Three Assessment Tasks with Pass Mark of 40% for each Task and Overall Module Pass Mark of 40%					
Up to Three Assessment Tasks - Pass/Fail only					
Other					
Overall Module Pass Mark if other than 40% (subject to approval)					%
MODULE INFORMATION (✓ as applicable - also complete Table A, Section 5)					
Is a timetabled examination required for the assessment of this module?					
Is a timetabled examination required for the reassessment of this module?					
Is the module delivered wholly by Distance Learning (ie. not timetabled at SHU)					✓
Are any staff who are responsible for teaching on this module non-SHU employees?					
MODULE STATUS (✓ as applicable to status of module in the context of current proposal)					
Unchanged: an existing module, presented as unchanged from previous years					
Modified: an existing module being modified as a result of this validation, eg. changes to delivery or assessment pattern, title, credit weighting etc					✓
New: new module to be approved through current validation process					
If status is 'Modified', please give date when modified version is to be available from				Modified Version Available from January 2010	
Breakdown of notional study hours by type (Typically requires 10 hours of notional study time for 1 CATS credit)		Tutor-Led (Contact Hours)	Tutor- Directed Study	Self-Directed Study	TOTAL STUDY HOURS for this Module
			30	120	150
OTHER COURSES FEATURING THIS MODULE (please list below)					
None					

1 AIM OF THIS MODULE

This module is designed

- to support you in developing study skills appropriate to a course in leadership and management
- to introduce you to a systematic way of considering how three key elements inter-relate: you, the organisation you work in, and the environment you and it work in.

Both objectives are intended to be relevant to your whole course.

2 BY ENGAGING SUCCESSFULLY WITH THIS MODULE YOU WILL BE ABLE TO

1. understand the changing nature of the business environment as it affects your own organisation and your particular role within it;
2. apply environmental models so as to map the complexity and interconnectedness of their environment;
3. understand alternative views of the management process;
4. diagnose and apply alternative views and models to your own situation;
5. search the academic literature and internet to support your study and arguments.

3 THESE ARE EXAMPLES OF THE CONTENT OF THE MODULE

Setting the scene

- the importance of change

Modelling Environmental states

- Sources of change
- Open systems
- The specific and general model

Searching for responsiveness

- Handling change
- Traditional structures
- Smaller, flatter organisations
- Resource slack

Alternative Ways of Managing

- Alternative approaches
- The manager as controller
- The manager as investor

4 THESE ARE THE MAIN WAYS YOU WILL BE SUPPORTED IN YOUR LEARNING TO ACHIEVE THESE OUTCOMES

In line with the faculty's postgraduate framework, the approach to teaching, learning and assessment emphasises links to research and adopts the philosophy that assessment is intended to support learning. Support will be offered through contact with the module team (mainly by email but also by phone if necessary) during the period of study and in working on the assessment. The course administrator and course leader will also be available to offer guidance.

5 THESE ARE THE WAYS THAT WILL BE USED TO ENABLE YOU TO DEMONSTRATE YOU HAVE MET THE LEARNING OUTCOMES

This module will be assessed by means of one individual portfolio, of a maximum of 5,000 words. Assessment of your work will recognise the extent to which you:- carry out the assignment tasks as they are written; critically apply relevant theories, concepts and frameworks from the literature and from the learning materials in carrying out the assignment task; use concrete examples, not just from your employer, to illustrate the arguments you make; give evidence of breadth of relevant reading (and you will show this partly by referencing); acknowledge sources with proper referencing and present your work clearly so readers can follow the argument easily.

The pass level criteria are provided in the following table:

Assessment Criterion	Pass
Understand the changing nature of the business environment as it affects your own organisation and your particular role within it	Identify and evaluate significant influences in the environment and their impact on the organisation and on your contribution to it
Apply environmental models so as to map the complexity and interconnectedness of the environment	Identify and apply approaches to evaluating the dynamic nature of the environment and how its features inter-relate
Understand alternative views of the management process	Identify and evaluate a range of approaches to managing resources and outcomes
Diagnose and apply alternative views and models to your own situation	Reflect on the impact the environment and your organisation have on you as a manager and individual - and <i>vice versa</i>
Search the academic literature and internet to support your study and arguments	Identify and use literature and examples beyond the learning materials and supporting reading

TABLE A: ASSESSMENT TASK INFORMATION

ASSESSMENT TASK	% weighting of overall module mark	Duration of task / word count / length of exam	In-module retrieval available?	Individual task pass mark ONLY IF OVER 40%**
Individual portfolio	100	5,000 words	No	

6 THIS IS HOW YOU WILL BE GIVEN FEEDBACK ON YOUR PERFORMANCE

Detailed written feedback (against the assessment criteria) on the individual portfolio will normally be provided within four weeks of submission. Supplementary feedback will be provided as necessary via contact with tutors.

Prior to submission, tutors will be able to provide feedback in relation to your written response to one of the learning activities from the materials on Blackboard.

7 THESE ARE EXAMPLES OF THE KEY LEARNING RESOURCES YOU WILL USE

The key textbook for use for this module will be:

Watson, A. 2006. *Organising and Managing Work*. Harlow, 2nd edition, Prentice Hall.

In addition to the textbook, material for the module will be provided through a module Blackboard site which offers a sequence of activities, with readings and other supporting material on approaches to learning about leadership and management.

You will also be able to contact the module team (via email or phone) to seek guidance on your learning, and issues raised regularly by students will be posted as Frequently Asked Questions to help future learners.

FINAL TASK

According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy)	Task No. 1
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MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	Y
Single Referral Package for All Referred Students	N

REVISIONS

Date	Reason
July 2012	Assessment Framework review