

**The London Institute
of Banking & Finance**

Fundamentals of Leadership and Management



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MODULE SPECIFICATION

1. Title	Fundamentals of Leadership and Management	
2. Start date	2016	
3. Level of module	Level 4 FHEQ	
4. Number of credits	30 Credits	ECTS Value
		15
5. Status	<p>A compulsory module within:</p> <ul style="list-style-type: none"> • BSc (Hons) Banking Practice and Management (full-time) • BSc (Hons) in Finance and Accounting for Financial Services (full- and part-time) <p>An optional module within:</p> <ul style="list-style-type: none"> • Professional Certificate in Banking (PCertB®) • Professional Certificate in Financial Services (PCertFS®) 	
6. Recommended prior modules	N / A	
7. Programmes of study to which module contributes	<ul style="list-style-type: none"> • Professional Certificate in Banking (PCertB®) • Professional Certificate in Financial Services (PCertFS®) • BSc (Hons) in Banking Practice and Management (full-time) • BSc (Hons) in Finance and Accounting for Financial Services (full- and part-time) 	
8. Campus / Partner	N / A	
9. Syllabus overview	<p>Effective management is fundamental to the success of any organisation. An understanding of the different types of organisational structure, and the ability to analyse an individual's own organisation and an individual's place within it are therefore critical to an individual's ability to manage effectively.</p> <p>This module focuses on the principles of management, in terms of the management of people, systems and self. It also identifies the importance of management skills in the strategic context, personal skills for the delivery of quality customer service. The increasing importance of organisations recognising the influence of the external environment, its stakeholders and operating in a socially responsible manner are also explored.</p> <p>The syllabus topics have been chosen to develop the student's knowledge and understanding of organisational structures and theories, institutional management issues and their importance for effective management within the workplace. The module also allows students to appreciate the importance of effective organisational management when dealing with customers and other external stakeholders.</p>	

10. Intended subject specific learning outcomes and, as appropriate, their relationship to programme learning outcomes

On completion of this module, students will be able to:

- a) show an understanding of management skills and appropriate linkages, including self-management and management of individuals and groups;
- b) identify, describe, compare and contrast the features of selected management and leadership styles, the theories of group operations, motivation and theory;
- c) understand the legal background to employing staff and the procedures and systems involved in their recruitment, selection, induction and longer-term development;
- d) define, explain and discuss the purpose and structure of organisations and related theories and cultures;
- e) demonstrate a broad understanding of the strategic importance of management skills at individual, team and institutional levels, including change management, objective setting and the importance of operating as a socially responsible organisation; and
- f) understand how businesses interact with key stakeholders and the external environment.

These intended subject-specific module learning outcomes contribute to the following programme learning outcomes:

- Professional Certificate in Banking: 01, 03, 04, 07 and 08.
- Professional Certificate in Financial Services: A1, A3 and A4.
- BSc (Hons) in Banking Practice and Management: 01, 02, 03, 04, 06 and 07.
- BSc (Hons) in Finance and Accounting for Financial Services: 03, 04, 05, 06, 07, 08 and 09.

11. Intended generic learning outcomes and, as appropriate, their relationship to programme learning outcomes

On completion of this module, students will be able to demonstrate achievement of the following generic learning outcomes:

1. Critical thinking skills.
2. Ability to learn through reflection on industry experience.
3. Ability to work with complex material.
4. Ability to analyse problems and identify appropriate solutions.
5. Ability to work and study independently and utilise resources effectively.
6. Communication and report-writing skills.

These intended generic learning outcomes contribute to the following programme learning outcomes:

- Professional Certificate in Banking: 01, 02, 03, 04, 05 and 06.
- Professional Certificate in Financial Services: B-D.
- BSc (Hons) in Banking Practice and Management (full-time) B-D.
- BSc (Hons) in Finance and Accounting for Financial Services: B-D.

12. Learning and teaching

A. Learning hours

For a module of study worth 30 credits, the total expected study hours are 300 (ie ten hours per credit). The contact hours will depend upon the student's mode of study.

B. Tuition support

Distance learning

Distance learning allows students to study independently within a clear framework, but at a pace that suits their personal circumstance's and study needs. Over their course of study (24 weeks), students will be provided with comprehensive learning materials, study guides and will be assigned to a subject specialist academic tutor to support their studies. Distance learners will have regular contact with their The London Institute of Banking & Finance Academic Tutor and further practical support is available from The London Institute of Banking & Finance Student Services.

Flexible learning

Flexible learning allows distance learners to opt for three face-to-face workshops of approximately six hours each, evenly spread at appointed dates in each session (24 weeks).

Dispersed campuses

Dispersed campus students will have regular face-to-face sessions over each session of study. The timing will depend upon local timetabling arrangements (eg via evening classes)

Full-time students

Full-time students will study on a semester basis supported by their module lecturer. The weekly timetable will be advised at the start of the programme.

C. Learning materials and learning outcomes

The learning and teaching strategy is designed to ensure that the students achieve the learning outcomes by the end of the module. The learning and teaching methods include formal lecture and tutorial (full-time), online learning support from an appointed lecturer (distance / flexible learning), private study of text and other supporting materials, a formal coursework assignment, informal exercises, (both individual and group-based), and pooling of experience and knowledge through class / forum and individual discussion. The assessment strategy is designed to achieve a balance between testing the student's skills of knowledge recall and understanding, and those of research and application.

D. Reading

Students will be provided with one core text, as detailed below, but will also be expected to read and research the recommended reading on the course website. Lecturers may also recommend additional reading throughout the module.

Essential reading

- Croft, L., Gardiner, K. and Norton, A. (2012) *Fundamentals of Leadership and Management*. London: **ifs** School of Finance.

Further reading

- Handy, C. (1993) *Understanding Organisations*. Penguin. 4th Edition.
- Johnson, G., Scholes, K. and Whittingham, R. (2010) *Exploring Corporate Strategy*, Harlow. Pearson Education. 9th Edition.
- Mullins, L.J. (2010) *Management and Organisational Behaviour*, FT Prentice Hall. 9th Edition.
- Bratton, J and Gold, J (2007) *Human Resource Management Theory and Practice*, Palgrave. 4th Edition.
- Robbins, S. (2003) *The truth about managing people – and nothing but the truth*, New Jersey: Pearson Education.
- Buchanan, D and Huczynski, A.A. (2010) *Organizational Behaviour*. Prentice Hall. 7th Edition.

Websites:

- The Chartered Institute of Personnel and Development: www.cipd.co.uk
- Directgov, Government Services and Information: www.direct.gov.uk

Each student will have access to the Virtual Learning Environment (VLE) and to KnowledgeBank learning resources (an electronic library service). A list of further readings relating to the syllabus, course work and end of course assignments can be found on the VLE.

It should be noted that due to the rapidly changing environment that encapsulates the financial services sector, the reading list above is indicative only. It is subject to review and update at the discretion of the module team. An up-to-date reading list is published in the Student Study Guide issued at the commencement of the module.

13. Assessment

Component	Duration / Length	Weighting
Component 1 Examination	60 minutes	30%
Component 2 Coursework	1,000 words including quotations and in-text citations	20%
Component 3 End of course assignment	2,500 words including quotations and in-text citations	50%

Component 1: Examination

This assessment will represent 30% of the overall module mark weighting and will take the form of an examination comprising short answer questions of 60 minutes' duration and comprise eight questions of five marks each. The test will be taken at an examination centre after approximately 10 weeks of study (part-time students) or approximately one-third of the way through the course (full-time students).

The total marks available for this assessment component is 40.

The pass mark for this component is 40% (16 marks from the 40 marks available).

The assessment will aim to test knowledge and understanding from the early learning in the module. The learning from the early part of this module will form a foundation for later study.

This first assessment will focus on learning outcomes 10(a) and 10(b), which will also be built upon in later assessment. It focuses on self-management within an organisational context, such as managing stress and problem solving, and then moves on to the broader challenge of managing people and teams.

A scientific calculator may be used but it must not be programmable, nor have a wireless-communications capability, nor be capable of storing textual information. It must also not require a mains electricity supply. Calculators with any further functions are not allowed in the examination room.

Component 2: Coursework

The second assessment will represent 20% of the overall module mark weighting and should be submitted after approximately 16 weeks of study (part-time students) or half-way through the course (full-time students). It will take the form of a focused coursework assignment, allowing students to develop the skills of research and assignment writing and providing the opportunity for feedback from the lecturer. The assignment will comprise a maximum word limit of 1,000 words, including quotations and in-text citations.

The pass mark for this component is 40% (8 marks from the 20 marks available).

The assignment will aim to assess students' knowledge and understanding and the ability to apply learning contained in learning outcome 10(c) to a mini case study.

The assignment will aim to assess the student's knowledge of, and ability to show an understanding of, how staff are recruited, inducted and developed.

Component 3: End of course assignment

The third assessment will represent 50% of the overall module mark weighting. The assessment will comprise a coursework assignment with a maximum word count of 2,500 words, including quotations and in-text citations.

The pass mark for this component is 40% (20 marks from the 50 marks available).

Students will be required to demonstrate knowledge and understanding from learning outcomes 10(d), 10(e) and 10(f) and the ability to apply this learning to a particular situation. The assignment will provide the opportunity for students to draw upon learning from the entire module. The assignment will include coverage of organisational management and the strategic importance of management skills, institutional management and change management and the requirement for organisations to operate in a socially responsible manner.

Students should be aware of the regulations governing the award of credit and the arrangements for compensation, condonement and the capping of marks. Students should also be aware of the regulations relating to the resitting of assessment components and / or the retaking of modules. This information is contained within The London Institute of Banking & Finance's [General and Academic Regulations](#) for Students sections 7, 8 and 9.

Module Grading

A student's module performance grade is determined by their overall weighted average percentage score in accordance with the following:

Distinction: 70% – 100%
Pass: 45% – 69%

14. Syllabus

1. Self-management

This section of the syllabus focuses on self-management within an organisational context. It identifies ways to enhance personal performance over time.

- Time management and managing stress.
- Assertiveness and problem solving.
- Self-analysis and personal development planning, including continuing professional development.
- Competence frameworks and personal skills development.
- Communication.

2. Managing people – leadership

This section of the syllabus concentrates on the management of a critical resource, human resources. As with other sections of the syllabus, it covers both the conceptual frameworks underpinning this area of management and the implementation of these frameworks in practice.

- Groups, teams and their management.
- Sources of conflict and conflict resolution and referral.
- Leadership in theory and practice.
- Motivating employees, the 'psychological contract' and designing and implementing reward structures.

3. Employing and developing people

This section investigates the legal background, procedures and systems involved in employing staff, introducing them to an organisation and developing their performance.

- The legal framework of managing people, employee and industrial relations, including grievance and disciplinary procedures.
- Selection, recruitment and induction processes.
- Staff development process including career and succession planning.
- Design, implementation and evaluation of appraisal systems.

4. Organisations – how organisations work

This section of the syllabus provides students with an underpinning knowledge of the different types of organisations and the most common forms of organisational structure. Attention is paid to the principal theories of organisational behaviour and an introduction is provided to the core processes that organisations need to establish if they are to achieve their corporate objectives.

- Types of organisation, with particular reference to the financial services sector.
- Power, authority and culture within organisations.
- The core features of the management process.

5. Management strategies

This section of the syllabus recognises the requirement for organisations to operate responsibly and how they implement their strategies within an ever-changing environment.

- Corporate social responsibility.
- Organisational objectives, missions and strategies.
- Business planning and processes.
- Introducing and managing change.

6. The Business, the external environment and its key stakeholders

This section of the syllabus provides students with an understanding of the environment in which a business operates and its responsibilities to its stakeholders.

- The political and legal factors affecting business.
- Macro and micro-economic factors.
- Social and demographic factors.
- Technological factors.
- Environmental factors.
- Competitive factors.