

**The London Institute
of Banking & Finance**

Organisational Management in Financial Services



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MODULE SPECIFICATION

1. Title	Organisational Management in Financial Services	
2. Start date	2016	
3. Level of module	Level 5 FHEQ	
4. Number of credits	30 Credits	ECTS Value
		15
5. Status	A compulsory module within: <ul style="list-style-type: none"> • Professional Diploma in Banking Practice and Management (part-time) • BSc (Hons) in Banking Practice and Management (full-time) 	
6. Recommended prior modules	N/A	
7. Programmes of study to which module contributes	<ul style="list-style-type: none"> • Professional Diploma in Banking Practice and Management (part-time) • BSc (Hons) in Banking Practice and Management (full-time) 	
8. Campus / Partner	N/A	
9. Syllabus overview	<p>Organisational Management in Financial Services is a compulsory module within the Professional Diploma / BSc (Hons) in Banking Practice and Management programmes. The module is designed to encourage students to draw together, think across and understand the links between an organisation and its successful management.</p> <p>This module focuses on five core areas crucial to the successful leadership and management of an organisation that enable it to achieve its objectives. These core syllabus elements – leadership and management, culture, organisational structure, planning and control and change management are each explored separately as well as in the context of their inter-dependencies. Within these core areas, consideration is given to how to create long-term sustainable benefits, in line with prevailing ethics and understanding, and how to respond constructively to social, environmental and economic change.</p> <p>Students will be encouraged to consider a number of theoretical frameworks and principles relating to each of these key areas and how these apply to financial services organisations.</p> <p>Through the assessments, students will have the opportunity to demonstrate their technical knowledge of a broad range of issues and to explore the inter-relationship between them. Students will be required to compare, contrast, analyse and evaluate the relative merits of different approaches to organisational management and discuss the appropriate application of particular solutions.</p> <p>The first syllabus section defines and describes leadership and management, the role of leadership within an organisation and how the style of leadership impacts how an organisation achieves its objectives.</p> <p>The second section of the syllabus explores organisational culture, the types of culture, and factors that influence it, both internal and external. A key theme that emerges is whether organisational culture is manageable or can be changed.</p> <p>The third syllabus section focuses on organisational structures including executive power, hierarchy, managing relationships and organisational processes resulting from the structure created.</p>	

The fourth section defines and evaluates organisational planning and control processes, discusses those processes and the resultant consequences, intended or otherwise.

The final section of the syllabus considers change management, strategies for implementing change, and the impact of change, intended or otherwise. This section also considers the outcome of change versus continuing stability.

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) examine the range and value of different leadership and management strategies utilised by organisations;
- b) examine the concept of organisational culture in the context of financial services organisations;
- c) analyse the range of organisational structures available and the implications for power and politics;
- d) evaluate the importance of planning and control across a financial services organisation; and
- e) explain the effectiveness of a range of change management processes available to the organisation and the individual.

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

- Professional Diploma in Banking Practice and Management (part-time): A1–A7.
- BSc (Hons) in Banking Practice and Management (full- and part-time): A1, A2, A3 and A4.

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. Ability to learn through reflection on practice and experience.
2. Ability to undertake research and work with material across a range of issues and to recognise the links and interrelationships between them.
3. Ability to analyse problems, identify appropriate solutions and make decisions.
4. Ability to work and study independently and utilise resources effectively.
5. Ability to communicate effectively in a manner appropriate to the context and audience.

These intended generic learning outcomes contribute to the generic programme learning outcomes set out in section B–D of the programme specification.

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 circumstances 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 summative 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 a core text, as detailed below, that covers the core content of the module, but will also be expected to read the recommended readings detailed on the course website and research widely. Lecturers may also recommend additional reading throughout the module.

Essential reading

- Croft, L., Gardiner, K. and Malyon, R. (2015) *Organisational Management in Financial Services*. Canterbury: The London Institute of Banking & Finance.

Further reading

- Armstrong, M. (2012) *Armstrong's Handbook of Human Resource Management Practice*. 12th edn. London: Kogan Page.
- Buchanan, D. A. and Huczynski, A. A. (2013) *Organizational Behaviour*. 8th edn. Harlow: Pearson.

- Mullins, L. (2013) *Management and Organisational Behaviour* 10th edn. Harlow: Pearson.

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 and summative assignment 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 Summative assignment	4,000 words including quotations and in-text citations	50%
Component 2 Examination	2 hours (plus 15 minutes' preparation time)	50%

Component 1: Summative assignment

This component will contribute 50% of the overall assessment and will be based upon the submission of one assignment (4,000 words including quotations and in-text citations) in the middle of the course but prior to the examination. The focus of the assignment will be on syllabus sections 1 and 2 – exploring the relationships between leadership and management and organisational culture. Feedback will be provided on this component.

The pass mark for this component is 40%.

Component 2: Examination

This component will contribute 50% of the overall assessment.

A variety of question styles and approaches may be included in the examination.

The question paper will be structured as follows:

- A choice of four questions from six worth 25 marks each. The questions will focus on syllabus sections 3-5 drawing on organisational structures and governance, planning and control and change management. Questions will reflect the inter-dependence of the module and as such draw upon other elements of the syllabus.

The pass mark for this component is 40%.

Time allowed: 2 hours (plus 15 minutes' preparation time).

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.

At regular intervals during the course of study, students will be expected to submit short formative assignments. These assignments will take the form of developmental learning activities towards the assessed coursework and unseen examination components and will be integrated within the study plan. They will provide students both with opportunities to reinforce their learning as they progress through the course of study and the opportunity to prepare for both the summative assignment and unseen examination.

Whilst these formative assignments will not contribute to the overall assessment, students are strongly advised to take the opportunity to complete them, as feedback will be provided from their lecturer on their progress through the course of study.

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:

Pass	40% - 59%
Merit	60% - 69%
Distinction	70% - 100%

14. Syllabus

1. Leadership and Management

This section covers the following areas:

- Explore and evaluate the concepts of leadership and management including the internal development, selection and training of leaders and managers and the differences between them.
- Examine the range of leadership and management strategies.
- Consider the implications of different kinds of leadership and management styles including motivation and organisational morale.
- The impact leadership and management styles have on a team's (physical and / or virtual) performance.
- The need for and impact of emotional intelligence in leaders and managers.

2. Organisational culture

This section covers the following areas:

- The nature, scope and purpose of organisational culture.
- The different types of organisational culture that exist, how these develop and which best support current financial institutions and their performance.
- Analysing and managing organisational culture.
- Cultural diversity within organisations, sub-cultures and perspectives.
- Factors that may influence organisational culture.

3. Organisational structures

This section covers the following areas:

- Executive power – an examination of where this resides and how it is exercised.
- Power in organisations and influencing tactics.
- Forms of organisational structures. To investigate the range of options and to discuss which is the most appropriate in the customer centric world of twenty first century financial services institutions.
- To analyse the implications arising from the structure for organisational processes and the management of relationships.

- Formal and informal organisations.
- Organisational trends and contemporary issues.

4. Planning and Control

This section covers the following areas:

- The organisational planning process and decision making and where this resides within the organisation.
- Internal and external influences on control.
- The evaluation of planning and control processes.
- The unintentional consequences of the planning and control process.
- The impact of the planning and control process on individual and organisational behaviour and culture.

5. Change Management

This section covers the following areas:

- Change management.
- Managing organisational change.
- The impact of change.
- Reactions to change.
- The advantages and disadvantages of organisational change versus organisational stability and continuity.
- Organisational Development and the learning organisation.