

## EQF/MQF LEVEL 5

# Diploma in Leadership and Management

LW/M/003

|                       |      |
|-----------------------|------|
| Contact Hours:        | 300  |
| Placement Hours:      | 0    |
| Self Study Hours:     | 1000 |
| Assessment Hours:     | 200  |
| Total Learning Hours: | 1500 |

### COURSE DESCRIPTION

The purpose of this course is to provide aspiring or existing managers with the critical knowledge of management and leadership related to a 21st century organisation. The course covers the key elements of what makes a successful manager in business whether managing its finances, operations and people or building strategy and leading change in the digital age.

The programme is aimed at mid-managers who are seeking to update their knowledge in these key areas in order to enhance their performance, their team's effectiveness and the competitiveness of the organisation they currently work in.

A unique feature of the programme is the opportunity for each candidate to carry out a managerial research project which allows students to research in-depth an issue/problem facing their organisation.

The course is devised to ensure that candidates are provided with the necessary skills and knowledge in each of the compulsory units and are assessed by practical application using an organisational context they are familiar with.

On completion of the course students will be able to:

1. Understand current theoretical debates about the nature of management, leadership and business in an organizational context
2. Analyse business & managerial problems using a range of criteria and techniques, leading to recommendations on options, implementation and choice of actions.
3. Recognise the significance to business of the changing nature of the technological, international and related environments.
4. Assess the implications for management & leadership of emerging influences, innovation and change in order to

make an effective contribution to the management of business activity.

5. Create, evaluate and assess a range of options together with the capacity to apply ideas and knowledge to a range of situations.

The Course is made up of 8 modules with 60 ECTSs.

**Students who successfully complete this course may opt to enroll in our B.Sc (Hons) Top-up degree (120 ECTS).**

### LEARNING OUTCOMES

By the end of the course programme learners will be able to:

- Understand current theoretical debates about the nature of management, business and other organizations.
- Analyse business problems using a range of criteria and techniques, leading to recommendations on options, implementation and choice of actions.
- Recognise the significance to business of the changing nature of the technological, international and related environments.
- Assess the implications for management of emerging influences, innovation and change in order to make an effective contribution to the management of business activity.
- Demonstrate knowledge and understanding in finance – the sources, uses and management of finance; the use of accounting and other information systems for managerial applications.
- Demonstrate knowledge and understanding of people – the management, leadership and development of people within organisations.

- Demonstrate knowledge and understanding of operations – the management of resources and operations.
- Demonstrate knowledge and understanding of information systems – the development, management and exploitation of information systems and their impact upon organisations.
- Demonstrate knowledge and understanding of communication and information technology – the comprehension and use of relevant communication and information technologies for application in business and management.
- Demonstrate knowledge and understanding of business policy and strategy – the development of appropriate policies and strategies within a changing environment, to meet stakeholder interests.
- Apply correctly relevant tools/methods.
- Appreciate the complexity of arguments.
- Extract and prioritise key issues within problem situations.
- Draw together disparate sources of information in a strategic context.
- Identify assumptions, evaluate statements in terms of evidence, to detect false logic or reasoning, to identify implicit values, to define terms adequately and to generalise appropriately.
- Demonstrate effective problem solving and decision making using appropriate quantitative and qualitative skills including identifying, formulating and solving business problems.
- The ability to create, evaluate and assess a range of options together with the capacity to apply ideas and knowledge to a range of situations.
- Effective use of communication, oral and in writing, using a range of media which are widely used in business such as the preparation and presentation of business reports.
- Effective use of numeracy and quantitative skills including data analysis, interpretation and extrapolation.

### TARGET CANDIDATES

Middle managers, who wish to develop and grow professional management skills including problem solving and decision-making, strategic thinking, financial

management, leading people and managing team dynamics, in order to further pursue their career.

**DURATION** 12 months FT/ 18 months PT

**CREDIT VALUE** 60 ECTS

**MODE OF TRAINING** Lectures, case studies, simulations, group work, projects and student presentations.

**ASSESSMENT** Assignments and reports, group projects, and portfolios, presentations, case studies and a business research project at the end. In order to successfully complete the course a minimum of a pass must be obtained in the assessment of each Module.

**AWARDING BODY** Learning Works

### LECTURERS

Mr Ayrton Zarb

Mr Daniel Cassar

Mr Gilbert Amato Gauci

Mr Joseph Bugeja

Mr Joseph Mallia

Mr Luke Vella

Mr Melvin Mizzi

Mr Ryan Cefai Mercieca

### COURSE STRUCTURE

#### MODULE 1 (LW/M/004): HUMAN RESOURCES MANAGEMENT (10 ECTS)

“Leading People” very much emphasizes how to get the best people and the best out of people so that they work in roles and in ways that are closely aligned to organisational objectives. The purpose of this module is to introduce students to with the organizational context of managing and leading people and provide students with the necessary theoretical knowledge and practical application of leading and managing people focusing on necessary leadership skills and an understanding of human resource management.

#### MODULE 2 (LW/M/005): MANAGEMENT OF INFORMATION (5 ECTS)

This module is designed to develop knowledge and understanding of managing information and knowledge in an organization. Students will learn how to manage information and knowledge within organisations, including the relationship between data, information and knowledge

and the benefits information and knowledge management brings to organisations. A key of this module focuses on the role of ICT in managing information and knowledge, including how ICT affects organisational communication and how ICT can be used to disseminate knowledge throughout the organisation. Students will also be given an understanding about the links between knowledge management strategy and competitive advantage, including the importance of maintaining a learning culture in a changing environment, how knowledge management strategies and processes facilitate and support organisational learning and the relationship between organisational learning and competitive advantage.

### **MODULE 3 (LW/M/006): FINANCIAL AND MANAGEMENT ACCOUNTING (10 ECTS)**

This module explores how to analyse the financial health of a business in respect of its profitability and stability. All businesses need to produce accounts in order to

have an insight into their financial position. Balance sheets provide information on the sources of finance and how they are then used within the business. Income statements measure the profit position of businesses. In addition, managers need financial information to support decision making. Consideration will be given to management accounting and how it is used in the decision making process. It helps answer questions about what price to charge for a product or service so it is not sold at a loss, whether to make or buy a product and which amongst alternative capital investments should be chosen. Managing finance provides the techniques that help measure whether a business is sustainable into the future and whether it is meeting its objectives.

### **MODULE 4 (LW/M/007): PRINCIPLES OF OPERATIONS MANAGEMENT (5 ECTS)**

The aim of this module is to help students to develop a capability for strategic management with due recognition



of the growing importance of businesses operating in the context of global business management. This unit will study the role of strategic planning and management in an organisation and how internal and external environmental factors can influence the planning process. Various factors are weighed in developing strategy including the influence of the external environment, the business' mission and the degree of risk associated with strategic options. The unit also considers strategies to aid the organisation to achieve competitive advantage.

#### **MODULE 5 (LW/M/008): STRATEGIC MANAGEMENT (10 ECTS)**

The aim of this module is to give students an understanding of the activities that make up operations management, including the main types of operations found within businesses, how all operational activities can be represented as systems and the characteristics which differentiate operational systems. The module also focuses on the relationship between operations and business performance, including how the operations function supports business performance, the main internal measures of success used by businesses and how internal measures of success link to business objectives. Emphasis is also given on the importance of administration in operations management, including the relationship between operations and administrative management, the process and functional approaches to operations management, the relationship between operations and the supply chain and the link between operations and quality management.

#### **MODULE 6 (LW/M/009): LEADING AND MANAGING CHANGE (5 ECTS)**

This module deals with the importance of innovation and change within an organisation, and how leading change in the organisation culture can promote innovation. The focus of this module is on key principles, theories and models relating to change and the role of communication and relationship management within change processes. Students will learn how leading change allows employees to be encouraged and supported to innovate and change by seeing such developments as opportunities rather than as threats. Consideration will be given to how change may

have some negative impact but that the aim is to ensure that this is outweighed by the beneficial impact. Change requires all stakeholders to be kept informed and engaged but it underpins businesses' drive to maintain their competitive advantage and to achieve their goals.

#### **MODULE 7 (LW/M/010): RESEARCH METHODS (5 ECTS)**

The Management Research Methodology is a substantial piece of work marking the culmination of student learning on the course. This unit is designed to prepare the student to embark on his/her Research Project. Students will normally conduct research and this unit introduces the main concepts and techniques involved in research in the field of business, management and other areas of professional development in order to help students to develop their understanding and skills of research in a management context.

#### **MODULE 8 (LW/M/011): PROJECT (10 ECTS)**

Students will undertake a major managerial research project as part of their studies. Generally the aim of the project is to extend and unify students' understanding of the subjects as developed in taught units. Throughout this period of study students will be building a perspective of the relationship between the units covered in the course. This view will be extended, considered and clarified through the practical, problem-solving nature of the project. Students are expected to apply the new knowledge and techniques learnt during the course to the project in the form of new knowledge, skills and tools.

### **ENTRY REQUIREMENTS**

Entry requirements for this course are as follows:

- Be in possession of Minimum Level 4 certification from a recognised local or foreign awarding body, or
- A-level standard of education, or
- Be in possession of a School Leaving Certificate, or have at least 5 years experience in a management position.
- Have a good command of oral and written communication in English with a level of proficiency in English equivalent to at least IELTS Level 5.