

MODULE SPECIFICATION – POSTGRADUATE PROGRAMMES

KEY FACTS

Module name	Strategy, Diversity and Governance
Module code	SMM761
School	Cass Business School
Department or equivalent	Cass Specialist Masters Programme
UK credits	20
ECTS	10
Level	7
Delivery location (partnership programmes only)	

MODULE SUMMARY

Module outline and aims

This module provides a unique introduction to how strategy, diversity management and theory, and governance can be adapted and developed to be made relevant to the non-profit environment. In a sector where the external environment is constantly changing and making new demands on managers, this module seeks to provide you with tools and techniques to help you respond and deal with contingencies effectively, making best use of the diverse resource at your disposal.

This module aims to:

- develop a broad knowledge and conceptual base in the field of strategy development, diversity and governance
- introduce practical tools to help improve the quality of an organisation's strategic response to the changing environment
- introduce practical tools to help improve the ability of the organisation and its managers and leaders to build a diverse workforce
- An enhanced appreciation of the constraints and opportunities offered by the changing governance and service- delivery frameworks which affect voluntary organisation.

Content outline

Improving an organisation's strategic response by use of strategy and diversity management, governance and theory:

- approaches to developing strategy
- approaches to managing diversity
- the changing environment of the voluntary sector
- case studies on the application of strategic planning and diversity
- governance issues in voluntary organisations
- regulation of the charitable sector

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this module, you will be expected to be able to:

Knowledge and understanding:

- Describe the process of strategy development and suggest suitable frameworks for developing a strategic plan
- Explain the different strategic responses appropriate to a changing environment
- Explain the different theoretical approaches to managing diversity
- Understand the nature and theories of governance as relevant to the voluntary sector
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Skills:

- Analyse, evaluate and combine complex theoretical concepts in a critical manner arguing alternative approaches and communicating the outcome effectively
- Communicate effectively when working in a group (clarify task, make appropriate use of the capacities of different members, negotiate, handle conflict)
- Use a variety of tools and models to analyse and develop a strategic response to their organisation's internal and external environment
- Synthesise information in a manner that may be innovative, utilising observations, theoretical frameworks and models of good practice, and considering practical implications
- Work independently to produce an assignment within agreed guidelines
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- Demonstrate self direction and originality in problem solving and decision making, and in the predictive application of theory, putting together a convincing argument with effective use of evidence

Values and attitudes:

- Consider how governance within an organisation reflects the ethical values of the society in which they operate
- Appreciate and embrace the importance of diversity in their organisation and society
- Support the development and implementation of strategy to reflect the values of the organisation
- Proactively manage the diversity issues and challenges in Civil Society.
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HOW WILL I LEARN?

These outcomes are taught through lectures and seminars informed by leading edge thinking, research and practice; learning is consolidated and exemplified during case study workshops held by practitioners from the field.

The cognitive skills of these outcomes are learnt through group discussion during the team-based exercises and simulations held on the module. At least 2 major

exercises/simulations of 2 hours each are included in the module.
Learning is consolidated via the tutor-led review following each exercise/simulation.,

A vital part of the learning is to enable the student to transfer their newly acquired skills into the workplace. Central to this transition is the learning support provided by the respective course tutor who will challenge and support the student as they seek to integrate learning with work.

Teaching pattern:

Teaching component	Teaching type	Contact hours (scheduled)	Self-directed study hours (independent)	Placement hours	Total student learning hours
Action learning set	Practical classes and workshops	0	7	0	7
Lectures, seminars, case study workshops, distance learning workbook	Lecture	40	153	0	193
Totals:		40	160	0	200

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

The testing of these outcomes is principally sought through the submission of a review of their organisation's strategy development, diversity management and governance process. Workshop, exercise and simulation group work and presentations, as well as learning set involvement provide additional opportunity to measure performance against these, as well as provide opportunity for immediate comment and feedback from student colleagues and the tutor.

Assessments

This module will be assessed through 100% coursework, consisting of a review of the student organisation's strategy development, diversity management and governance processes.

Assessment pattern:

Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Essay assignment (4,000 words)	Written assignment including essay	100	50	N/A

Assessment criteria

Assessment Criteria are descriptions of the skills, knowledge or attributes students need to demonstrate in order to complete an assessment successfully and Grade-Related Criteria are descriptions of the skills, knowledge or attributes students need to demonstrate to achieve a certain grade or mark in an assessment. Assessment Criteria and Grade-Related Criteria for module assessments will be made available to students prior to an assessment taking place. More information will be available from the module leader.

Feedback on assessment

Following an assessment, students will be given their marks and feedback in line with the Assessment Regulations and Policy. More information on the timing and type of feedback that will be provided for each assessment will be available from the module leader.

Assessment Regulations

The Pass mark for the module is 50%. Any minimum qualifying marks for specific assessments are listed in the table above. The weighting of the different components can also be found above. The Programme Specification contains information on what happens if you fail an assessment component or the module.

INDICATIVE READING LIST

Essential Reading

Courtney, Roger, 2013. Strategic Management for Voluntary Non-Profit Organisations. London: Routledge.

Kirton, G. and Green, A-M., 2004, The Dynamics of Managing Diversity. 2nd ed. Oxford: Butterworth-Heinemann.

Mulholland, G., Ozbilgin, M. and Worman, D., 2006. Managing Diversity. London: Chartered Institute of Personnel & Development.

Further Reading

Anheier, Helmut K (ed), 2014. Nonprofit Organizations: Theory, Management, Policy. 2nd ed. London: Routledge.

Arredondo, P., 1996. Successful Diversity Management Initiatives - A blueprint for planning and implementation. London: Sage.

Ash, F., Copeman, C., Patel, A., and Smith, S., 2008. Tools for Success: doing the right things and doing them right. London: Cass CCE.

Barnard, H. and Walker, P., 1994. Strategies for Success. A self help guide to strategic planning for voluntary organisations. London: NCVO.

Bell, J., Masaoka, J. and Zimmerman, S., 2010. Nonprofit Sustainability: making strategic decisions for financial viability. San Francisco, Calif.: Jossey Bass.

Clark, Caroline, 2001. Managing Risk – Guidelines for Medium Sized Voluntary Organisations. London: NCVO.

Clements, P. and Jones, J., 2005. The Diversity Training Handbook: A Practical Guide to Understanding and Changing Attitudes. 2nd ed. London: Kogan Page Ltd.

Copeman, C., Bruce, I., Forrest, A., Lesirge, R., Palmer, P. and Patel, A., 2012, Tools for Tomorrow – A Guide to Strategic Planning. London: NCVO.

Johnson, G. and Scholes, K., 2002. Exploring Corporate Strategy. Harlow: Financial Times Prentice Hall.

Kandola, R. and Fullerton, J. 1998. Diversity in Action: Managing the Mosaic. London: Chartered Institute of Personnel & Development.

Kaplan, R. and Norton, D., 2001. The Strategy Focussed Organisation. Brighton, Massachusetts: Harvard Business School Press.

Lamb, Brian, 1997. The Good Campaign Guide. London: NCVO.

Lawrie, A., 2000. Developing Your Organisation. London: Directory of Social Change.

NCVO, 2003. Making Diversity Happen. London: NCVO Publications.

NCVO, 2004. Are you looking at me?, London: NCVO Publications.

Niven, PR., 2003. Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies. Hoboken, N. J.: John Wiley & Sons.

Poister, TH., 2003. Measuring Performance in Public and Nonprofit Organizations. San Francisco, Calif.: Jossey – Bass.

Paton, R., 2003. Managing and Measuring Social Enterprises. London: Sage.

Simons, G. F., Vazquez, C. and Harris, P. R., 1993. *Transcultural Leadership: Empowering the Diverse Workforce*. Houston, Texas: Gulf Publishing.

Smith, G., 1996. *Asking Properly*. London: White Lion Press.

Tovstiga, G., 2010. *Strategy in Practice*. Chichester: Wiley.