

Module Title:	Strategy, Governance and Leadership
Language of Instruction:	English
Credits:	10
NFQ Level:	8
Module Delivered In	2 programme(s)
Teaching & Learning Strategies:	Learners will be exposed to theory and practice of strategic management, governance and leadership through exposure to and study of academic materials (texts, journals etc.) and industry practice materials (case studies, live case examples, industry reports etc.). Classes will a mix of lectures and tutorials where learners will be expected to actively engage with module materials (online & offline), problem solving exercises and participate in class discussion and debate. Learners will be encouraged to self-reflect.
Module Aim:	This module aims to develop the student's knowledge of the principles and practice of strategic management, governance and leadership. The learner should be able to critically evaluate strategic management, governance and leadership theories, tools and techniques and apply them to different organisational settings
Learning Outcomes	
<i>On successful completion of this module the learner should be able to:</i>	
LO1	Apply the models, concepts and frameworks of strategic management to the corporate/community/voluntary sector
LO2	Undertake a critical analysis of an organisation's strategic position
LO3	Examine the theory of leadership, the various approaches to leadership and evolution of leadership.
LO4	Explore the principles and theories of governance and how it would apply in both the for profit and not for profit sectors.
LO5	Critically evaluate key aspects of strategic management, governance & leadership
LO6	Examine the strategic, governance and leadership challenges faced by organisations
Pre-requisite learning	
Module Recommendations <i>This is prior learning (or a practical skill) that is recommended before enrolment in this module.</i>	
No recommendations listed	
Incompatible Modules <i>These are modules which have learning outcomes that are too similar to the learning outcomes of this module.</i>	
No incompatible modules listed	
Co-requisite Modules	
No Co-requisite modules listed	
Requirements <i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed.</i>	
No requirements listed	

Module Content & Assessment

Indicative Content

Strategic Management

Introduction to strategic management, The steps in the strategic planning process: 1 Environmental scanning (external/ internal), 2 Strategic formulation, 3 Implementation and 4 Control. Strategic management and the not for profit sector

Leadership

Definitions of leadership; Universal characteristics of leaders, Differences between leadership and management, Historical development of leadership, Modern theories, styles, ethics and leadership, gender and leadership, toxic leadership,

Leadership Styles and Skills for Management

Concepts, theories & models of leadership related to both the for profit and not for profit (community and voluntary (Sports) sectors), Personal reflection on own leadership styles, Explore individual experience of leadership,

Strategic Management & Leadership

Leadership & strategy, key roles of leaders in creating visions & strategies, implementation of leadership and management strategies,

Governance

Theoretical perspectives on governance. Governance in different types of organizations. Mechanisms of corporate governance - national, international and self-regulation, including regulatory bodies enforcement. Types, roles, responsibilities and accountability of boards executive and non-executive directors. Risk management.

Trends and challenges in Strategic Management & Leadership

Global challenges for managers and leaders, Strategic & leadership trends and contemporary issues

Assessment Breakdown

%

Continuous Assessment

100.00%

Continuous Assessment

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Project	Team project on a company/ organisation to review strategy and the strategic positioning of an organisation.	1,2,5,6	40.00	n/a
Other	Learners will be required to demonstrate achievement of the learning outcomes through continuous assessment work. This work may take the form of an essay, case study, exam, reflection, presentation.	1,2,3,4,5,6	60.00	n/a

No Project

No Practical

No End of Module Formal Examination

SETU Carlow Campus reserves the right to alter the nature and timings of assessment

Module Workload

Workload: Full Time		
<i>Workload Type</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Every Week	6.00
Independent Learning	Every Week	12.00
Total Hours		18.00

Module Delivered In

Programme Code	Programme	Semester	Delivery
CW_BBSMC_B	Bachelor of Arts (Honours) in Sport Management and Coaching	7	Mandatory
CW_BBIBC_B	Bachelor of Arts (Honours) in Sport, Business and Coaching	7	Mandatory