



Executive
Master's in
Leadership

Executive Master's (EML) in Leadership

The Executive Master's in Leadership (Masters level apprenticeship) is a part time, block-taught programme designed for *Senior Leaders and Managers* from any industry and a variety of academic backgrounds. It will provide them with an academically rigorous and professionally relevant education that will serve their career needs through academic, personal and professional development. The degree forms the central qualification of the level 7 Senior Leader's apprenticeship programme.

The course is delivered in a flexible, block-taught format, integrating both classroom and work based learning, exposing students to nationally and globally relevant content, designed to develop their skills as leaders and team players and enable them to demonstrate both strong personal skills and sound technical knowledge.

Core modules will focus on key management topics and develop leadership skills which will enable students to build on their organisation's ability to innovate, strategize and manage risk. To enable them to get the most out of the programme they will focus their learning, within the modules, on the areas that are most useful to both their organisation and their career.

The final component of their degree will be a work-based project, which will bring together elements of learning from different parts of the course and show their accumulated knowledge and understanding of management and leadership and its application to their own organisation. The topic of the work-based project will be agreed between student and employer as well as academic supervisor and must be of benefit to their business.

Successful completion of all requirements means that students will achieve a level 7 Masters' degree as well as a Senior Leader Apprenticeship award. They will also be eligible for professional accreditation from either the Chartered Management Institute (CMI) or the Institute of Leadership and Management (ILM).

Throughout the course they will undertake a number of professional development activities which will help them reflect on their learning and build on their own personal presence and self-awareness, while developing both social and emotional intelligence.

The Cass EML is committed to creating not only excellent leaders, but, also, responsible and ethical leaders with a commitment to lifelong learning and professional development.

Aims

This course aims to provide senior leaders and managers with the knowledge and skills that will enable individuals, groups and organisations to lead and deliver more innovative solutions to management issues. The course will enable students to harness their “on the job” experience and integrate it with academic learning.

The student will:

- Develop highly professional skills and an attitude towards leadership, change and enterprise which is both positive and critical.
- Enhance a personal, lifelong learning skill-set to ensure continuing self-direction and originality in professional development, personal effectiveness and expertise.
- Develop as a responsible and ethical leader, with strong analytical skills and the ability to influence people and organisations in a positive manner.

Completion of the MSc is a requirement for the Senior Leader apprenticeship programme and is one of the gateway requirements that students must achieve in order to be entered for the End Point Assessment.

How will it be delivered?

This degree is structured to fit learning into working life. Over two years students will study seven to eight core modules, depending on the route they take, comprising a blend of complementary learning types, designed to help them make the most of their degree. Individual module specifications will provide more detail of teaching and learning expectations.

- **Block taught** - Attend classroom teaching at Cass Business School, attending lectures, working groups, completing presentations, discussions and other in class activities. Taught classes will give students a strong grounding in the theory and skills required for management and leadership.
- **On-line** - In order to support their learning and enable students to engage with lecturers and classmates outside the classroom, they will have access to our dedicated VLE (Moodle). A number of online activities and resources will be available and have been designed to complement and expand on class work.
- **On-the-job** – Students will have the opportunity to apply their learning and exhibit leadership skills and behaviours in the workplace, putting into practice the skills

they have developed. This will help them to build evidence for the professional portfolio.

- **Work-Based Leadership Impact Project** – The final component of the degree will be a work-based project, which will bring together learning from different parts of the course and show their accumulated knowledge and understanding of management/leadership in their own sector and its application to their own organisation. The topic of the work-based project will be agreed between student and employer as well as your academic supervisor and must be of benefit to your organisation.

Students will use the experiences gained in their work role to apply their theoretical knowledge, sharing experience with their cohort and using the experience of others to help them take a varied approach to their understanding of organisational theory and practice.

Programme of Study

Over the course of two years students will study core modules worth 120 credits.

In year one they will cover:

- Accounting and Finance for Business Leaders
- Organisational Behaviour and HRM
- Principles of Marketing & Strategy
- Leadership and Change

Students will then follow either a general management and leadership route, or a specialist Voluntary Sector Management route, through to the end of the course. The route they take will be dependent on job role and the route will be agreed with their employer, prior to beginning study. The degree concludes with a work based project, focussed within their own organisation.

In year two they will cover:

These modules build on the first four, and develop key areas of specialist content which are important for leadership and management roles across multiple industries – providing insight into different areas of their organisation/industry:

- Supply Chain Management
- Advanced Strategy Analysis
- Digital Technologies and Business Innovation
- Business and Managerial Economics

Work-based leadership impact project

Students will complete a major project focussed within their own organisation. As part of this they will also receive training in research methods.

Apprenticeship Portfolio

Alongside their academic and professional development programme, students are also required to compile an electronic portfolio to evidence their achievement of the required Senior Leader Apprenticeship learning outcomes. They will work with their employer and their academic supervisors to reflect on their learning and choose the appropriate evidence which will be submitted for discussion as part of their End Point Assessment (EPA).

Module Outlines

Accounting and Finance for Business Leaders

The aim of the module is to equip you with a thorough understanding of the fundamental principles of accounting and finance, including the most common financial and accounting techniques and practices required by all business leaders. You will learn how to apply the concepts to your own organisation and how they apply in a broader business context.

Accounting and Finance are two applications of numeric and mathematical skills and techniques. Although there are synergies resulting from their combination, the two components are taught separately by experts in the field. The following indicates the content areas for both streams of the module:

Accounting content outline

- Financial Accounting:
 - Financial accounting vs Management accounting
 - Accounting standards
 - Key accounting principles
 - How simple business transactions are accounted
 - The structure and key components of the three key financial statements: Income statement, Balance sheet and Cash flow statement
 - Accounting for:
 - Working capital
 - Tangible and intangible non-current assets
 - Shareholders' equity
 - Revenue and expenses
- Financial Statement Analysis:
 - Basic ratio analysis
- Management Accounting:
 - Classification of operating costs
 - Overhead allocation methods
 - Budgeting

Finance content outline:

The module will cover the essentials of financial analysis, the importance of time value of money, and the techniques to evaluate investment projects. We will also examine the fundamentals of discounted cash flows (DCF) and aspects of equity valuation, as well as key elements of managerial and international finance. The following topic will be covered:

- Financial planning, regulation and compliance
- Financial sensitivity and risk analysis
- Investment under different horizons

- Capital budgeting techniques
- Investment valuation and equity markets
- Data security in financial operations.

Organisational Behaviour and HRM

Organisational Behaviour (OB) and Human Resource Management (HRM) principles and practices encompass the so-called 'soft skills' required in all business contexts. These skills are transferable and are essential for effective leadership and management. The transferable, soft-skills that you will develop on this module include personal qualities and attitudes that help you to collaborate with stakeholders, (both internal and external) and make a positive contribution to your organisation. They are: communicating, making decisions, showing commitment, flexibility, time management, leadership skills, creativity and problem-solving skills, team work, cross-cultural awareness, emotional intelligence.

Although there are synergies resulting from the combination of OB and HRM as two disciplines, the two components are taught separately by experts in the field.

Module outline and aims

Organisational Behaviour (OB) provides an understanding of the behaviour of individuals and groups in organisations and as such contributes to the leadership of people and management of change within organisations and informs areas such as human resource management, strategy and marketing.

The aim of this subject area is to develop a broad understanding of the behaviour of individuals and groups within organisations and apply this understanding to the management of people and organisations across cultures.

The OB Sessions

- Introduction to OB and some generic models;
- Individual processes: perception & cognition, learning, and motivation
- Individual differences; Person perception and social interaction;
- Group development, dynamics and processes; The organisational context: structure and culture, organisational justice
- Stress and its management, building a culture of resilience.
- Emotional Intelligence and labour
- Building effective virtual teams
- Organisational design and talent management
- Psychological contracts across nations
- Cultural aspects of mergers & acquisitions

Human Resource Management (HRM) is an important element of management as it provides a critical understanding of the role and practice of HRM in a corporate

context. The potential contribution of HRM to the strategic strength of an organisation is increasingly recognised but good understanding of the issues, practices and pitfalls is necessary to realise this contribution. The module is an introduction to the main areas of HRM and its application to management and business. It provides information on current developments, new directions and the future of HR and ensures that you, as a senior leader, are able to effectively manage the human resource of your organisation.

The HRM sessions:

- Resourcing the organisation - understanding both the internal and external labour markets to ensure a supply of enough of the right abilities
- Developing talent and abilities of employees to adapt to changing organisational needs
- Designing a performance management system and reward system which produces the desired motivational impact on current and potential employees
- Establishing a relationship with employees which provide adequate mutual satisfaction and enable effective leadership.

Developing line manager's skills in people management and HR management in domestic and international contexts.

Principles of Marketing and Strategy

A sound understanding of strategy and marketing principles and practices is an essential component of the range of skills an effective leader needs in modern organisations. Such understanding will enhance your role within your organisations. Although there are synergies resulting from the combination of two disciplines, the two subjects are taught separately as varying skills and knowledge are required for each subject.

The aim of the module is to assist you in developing a strong foundation in strategy and marketing relevant to leadership of your own organisation. The module will make it possible for you to:

- Appreciate the complexity of strategic decision making.
- Appreciate the role of strategy in achieving superior firm performance
- Develop strategy analysis skills which can be applied across management disciplines (environment, industry and organisation).
- Comment on the strategy of an organisation and its competitive process.

Strategy is taught first in order to enable you to apply the acquired skillset to the subsequent marketing content.

The aim of the marketing section of the module is to provide you with a sound understanding of the principles and strategies of marketing. In a nutshell, understanding marketing comes down to understanding your customers and assessing how the marketing and strategy of an organisation impacts on their brand and reputation. Thus, even if you have no interest in pursuing a career in marketing per se, the knowledge and skills acquired in this module are essential to leadership in a business context.

Content Outline

Strategy analysis is a fundamental activity in any organisation, particularly in today's turbulent environment. We start out with the question of how value can be created and, more importantly, appropriated by the firm and its stakeholders. This leads to the general issue of how a competitive advantage can be built. We will focus our discussion on foundational concepts such as how relevant and accurate industry and competitor analysis is required by firms in order to gain an insight into what they must do to succeed – and similarly, on how resource and capability analysis is required to throw light onto what firms can do to ensure success. We also look at the question of what decisions corporate leaders can make to sustain a competitive advantage as well as how to deal with strategy in the face of environmental change.

Strategy sessions:

- The nature and purpose of strategy.
- Strategy analysis, tools and techniques (environment, industry and organisation).
- Strategy as Competitive Positioning
- Strategy and Resource and Knowledge Advantage.
- Strategy and Corporate Advantage
- Strategic Change.

Marketing is one of the most fundamental, most complex, and possibly also most misunderstood functions of the firm. To put it in the words of the famous Peter Drucker: “Because the purpose of business is to create a customer, the business enterprise has two--and only two--basic functions: marketing and innovation.”

The module assumes no previous knowledge of marketing and will give you an overview of the marketing planning process, including segmentation, branding, pricing, distribution, and promotion. These concepts are brought to life through interactive lectures, weekly case discussions, and industry guest speakers.

Marketing sessions:

- Introduction to Marketing
- Consumer Behaviour and Segmentation and Targeting
- Product Management, Branding and organisational reputation.
- Pricing
- Distribution
- Promotion
- Latest Trends in Marketing

Leadership and Change

This module has two components to it. The first five sessions focus on leadership and the second half turns to organisational change. This module begins with the questions ‘how does leadership contribute to organisational performance’ and ‘how do bosses influence individual performance?’ Each session will focus on a different aspect of leadership – from an organisational perspective and from a personal one.

The second part of the module will facilitate your understanding of organisational change through the lens of leadership. This will be achieved by introducing you to different theoretical approaches to leadership and organisational change, critically evaluating supporting evidence from research and practice, and encouraging you to reflect on your own role as a future organisational leader. A key aspect of the module will be to reflect on different leadership styles and how these may need to vary across different international work settings.

Content outline

1. An Introduction to Leadership

This session introduces you to different concepts and models of leadership and takes you through the evidence about why leaders matter.

2. Developing Leaders

The focus of this session is on what leaders do and the knowledge and skills they require. The session will help you understand your strengths as a potential leader and the areas of weakness that need to be developed. We will provide you with tools to help you better understand yourself and your motivations, and the kind of influence you have on others.

3. Leadership and Job Satisfaction

Job satisfaction and worker well-being are important for their own sake, but we now know that they are also important to productivity at the individual and organisational level. You will learn how the actions of leaders and managers strongly influence employee job satisfaction.

4. Expert Leadership

Leaders affect the way organisations perform. Good management practices are also crucially important but what seems to matter a great deal is who does the managing and leading. In this session you will review the research on expert leadership, and you will learn how leaders, who are experts in the core business of their organisations, positively influence organisational performance.

5. Selling an Idea – Communicating with Intent (Group presentations)

How do you gain support for a particular strategic approach from your colleagues and conflicting groups? You will learn the art of communication and you will put this into practice in a presentation of your ideas. Each group will present to the class.

6 Leading Change (1)

This session takes the form of a business simulation.

7. Leading Change (2)

In this leading change lecture we consider the leader's role in achieving organisational change by looking at how different models of organisational development have been used to change employees work behaviour and attitudes (e.g., teams, Schein's 3-stage Model, Action Research, and Appreciative Inquiry), and explore sources of resistance.

9. Leading Change - Culture (3)

The third leading change lecture focuses on organisational culture and questions how leaders can achieve cultural change. We examine the importance of visioning, story-telling and sense-making and contrast the informal and formal sides of organisational procedures. We discuss the importance of values and whether it is possible to measure culture and culture change.

10. Power and Politics

In this session we examine the importance of power and politics for leadership and change. We look at how leaders exert influence, and the positive and dark sides of organisational politics.

Supply Change Management

In any industry, managing process, operations and supply chain is one of the most important tasks of an enterprise. Therefore, having a thorough understanding of operations and supply chain concepts is critical to your success as an effective leader.

This module will provide you with the theory, tools and concepts necessary to help you evaluate potential drivers of change throughout an organisational supply chain. You will look at how companies can use these drivers to innovate and create agile, high performing teams and organisational structures.

Content outline

This module will cover the following key areas of operations and supply chain management:

- Process management and design
- Capacity, project and quality management
- Management of suppliers
- Management of customers
- Strategic, tactical and operational OM/SCM decision-making.

Advanced Strategy Analysis

This course asks why some firms are more successful than others and explores what corporate executives can do to enable superior results. This course revolves around two advanced topics in strategic management: a) **knowledge and innovation** and b) **corporate strategy**.

Content outline

- Business models
- Strategy in networked environments
- Strategic knowledge management
- Open innovation
- Community management and user innovation
- Corporate expansion - (vertical integration and international expansion)
- Corporate diversification - (organization of multi-business companies)
- Corporate diversification guest lecture and study period - (organization of multi-business companies)

Digital Technologies and Business Innovation

We are in the middle of an information revolution! Over the last decade we have witnessed a dramatic reduction in the costs of creating, transmission and consuming information along with the development of novel solutions to manage information. This emergence of technology based information management has not only changed the firm environment as we knew it, but even altered the rules of competition in the market.

To thrive in an environment which is increasingly hypercompetitive and uncertain corporate leaders need to be on top of the latest and greatest in information management theory and practice. Leaders and managers need to first understand and then unlock the competitive advantage that technology can bring to their business.

The course therefore aims to introduce you to three pillars where technology is changing the way we do business. These are:

1. Processes: From the early days of information management the focus has been on efficiency in managing organizational processes. Today these form the standards on which agile organizations are built.
2. Business model: With the emergence of the internet, the way businesses engage with customers has been in a constant state of change. Dominant models (even the early internet models) have been challenged by new models based on new technology.
3. Organizations: The Generation Y workforce is changing our organizations. From virtual collaborative networks to knowledge management, privacy and security to ubiquitous access - our own expectations are changing.

Along with these three pillars we will also discuss the founding concepts on managing technology and some mega-trends in information management that are likely to impact your business in the future.

Content outline

- IT as a foundation for execution in dynamic environments
- Emerging digital trends: How prepared are you?
- What is “Big Data” and how does it impact your organisation?
- Intelligent Exploiter
- Knowledge Management
- How ready is your digital business model?
- Managing digital innovation

- Special Interest Group presentations & way forward

Business and Managerial Economics

This module provides you with a practical knowledge of economics from both a theoretical and policy development perspective. The course covers microeconomic and macroeconomic theory, and concentrates on the application of that theory and on the real world making and analysis of economic policy and how it impacts on your organisation.

Managerial economics is a branch of economics that applies microeconomic analysis to decision methods of businesses or other management units. As such, it bridges economic theory and economics in practice. It draws heavily from quantitative techniques such as regression analysis, correlation and calculus. The module integrates many concepts from financial economics, game theory, business forecasting and industrial economics.

The course focuses predominantly on those aspects of economics that are particularly important to you as leaders in both an academic and professional context. It will also look at current developments in economics and the economic environment, and help you to understand how to optimize business decisions given the specific objectives of a firm and given constraints imposed by scarcity. For example through operations research, mathematical programming, game theory for strategic decisions and other computational methods. Such leadership decision areas include:

- assessment of investible funds
- selecting business area
- choice of product
- determining optimum output
- determining price of product
- determining input-combination and technology
- sales promotion.

Content outline

- The market mechanism; supply and demand; elasticity; market failure; business and the environment
- The firm; costs and profit maximisation; competition
- Monopoly and measuring market power; contestable markets; oligopoly and game theory
- Competition policy: UK, EU and USA
- Measuring National income; the price level; nominal and real variables. Aggregate demand and aggregate supply. Fiscal policy and crowding out.
- Inflation. Costs of inflation. Causes of inflation; quantity theory of money. Inflation control policies. Central bank independence.
- Unemployment. Experience in UK, EU, USA. Flexible labour market policies. Trade, protectionism and integration. Growth and the EU.

- Exchange rates. Deciding on a single currency. Establishing a European Central Bank.
- Managerial economics techniques as applied to:
- Risk analysis - various models are used to quantify risk and asymmetric information and to employ them in decision rules to manage risk.
- Production analysis - microeconomic techniques are used to analyze production efficiency, optimum factor allocation, costs, economies of scale and to estimate the firm's cost function.
- Pricing analysis - microeconomic techniques are used to analyze various pricing decisions including transfer pricing, joint product pricing, price discrimination, price elasticity estimations, and choosing the optimum pricing method.
- Capital budgeting - Investment theory is used to examine a firm's capital purchasing decisions.