



Master of Arts in Business

A Study of Leadership and Management

From

Neil Dawn Associates

and

Leeds Metropolitan University

“The problems of today cannot be resolved at the same level as they were created”

Albert Einstein

Never before in the history of Leadership and Management has it been more necessary for all its practitioners to learn and harness new approaches in dealing with the complex issues surrounding leading and managing in today’s environment.

In this programme of study managers are encouraged to develop new insights and awarenesses in leading and managing, not only improving their own performance but facilitating a new consciousness in decision making that leads to the resolution of the most complex of problems.

The Masters in Business takes managers on a journey of learning that will be challenging, thought provoking and in so doing develop their ability to see new possibilities and opportunities. Consequently, managers will build their own capability in crafting strategic direction to their own organisations to ensure their future success and sustainability.

The Master’s in Business sojourn will take managers into the arena of leading change, one of the most difficult of a manager’s role to accomplish. New research will uncover new styles of leadership and management that will increase the manager’s effectiveness in providing leadership within their own organisation in these chaotic & challenging times.



“Not since the dawn of the Industrial Revolution have managers had more to learn (and unlearn) about the art of leadership.”

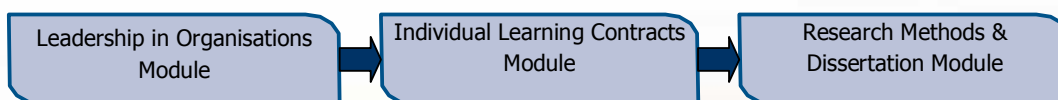
Alvin and Heidi Toffer

The Masters in Business has been developed for busy managers who are trying to cope in a very turbulent world and an ever changing working environment. Its unique format does not follow normal university conventions but takes into account the needs of the manager and is very much linked into their work.

The 2 year programme is an opportunity to study the latest theories and thinking in this new, practical and participative approach in studying *organisational Leadership*. This Master's Programme requires students to achieve 180 points during its life cycle. These are achieved within its various elements.

The Programme has been developed around three main learning elements:-

1. Leadership in Organisations consisting of five taught workshops (40 points)
2. Individual Learning Contracts around 4 Leadership domains (80 points)
3. Research Methods and Dissertation Module (60 points)



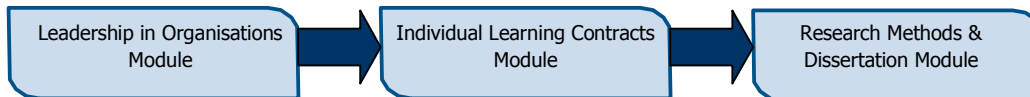
The Programme Lecturers are leaders within their own fields and are greatly respected as academics and practitioners in leadership and Management.



The following academic journey has been specifically designed to help managers reflect on their work practices and begin to see how they may include the learning as they go through the programme.

The Programme has three main modules:-

1. **Leadership in Organisations** is a taught programme comprising of five learning modules each of 2 days duration at monthly intervals
2. **Individual learning Contracts** enable students to begin to research, think and find lasting solutions to issues at work around Strategic thinking, coaching, leading change and leadership. Each module lasts approximately and includes 2 days of class study
3. Whilst 4 class days are set aside during the **Research Methods and dissertation Module** each student will also have a university tutor whose role is to provide support and guidance throughout the module.



<p>WHY.. Rethinking Leadership helps us to see leadership in a new light: as a way of releasing the brainpower of the organisation and lead transformational change: It calls for a new style of leader.</p>	<p>WHY.. If you want to escape the gravitational pull of the past, you have to challenge your own assumptions and mindset. To regenerate your own core strategies one must rethink those assumptions and apply new learning in doing so.</p>	<p>WHY.. From our desire to learn we are now able to make better choices and decisions, we can be the person we want to be, we can add shape to our future</p> <p>Before the future shapes us!!</p>
<p>Theory..</p> <ul style="list-style-type: none"> • Reflective Learning • Leading Self • Leading Others • Leading Change • Strategising 	<p>Theory..</p> <ul style="list-style-type: none"> • Strategic Thinking • Executive coaching • Radical change perspectives • Leadership & Follower-ship 	<p>Theory..</p> <p>Research methods</p> <p>Action Research</p> <p>Conceptual modelling</p> <p>Dissertation writing</p>
<p>Learning..</p> <p>Management V Leadership</p> <p>Fit V Stretch</p> <p>Act V Acted Upon</p> <p>Strategising V Planning</p> <p>Pro-activity V Re-activity</p>	<p>Learning..</p> <p>Reflective and reflexive learning</p> <p>Better V different</p> <p>Linear V non-linear thinking</p> <p>Double and triple loop learning</p> <p>New thinking in Strategic thinking, Coaching, leading change and leadership</p>	<p>Learning..</p> <p>The way we make sense of the future, at work and in our private life is by taking charge of it and <i>not by responding to it</i></p> <p>The dissertation helps to make it clear.</p>

Leadership in Organisations Module

One of the most compelling needs within most organisations to emerge over recent years is the need to develop leaders that are capable of providing direction to their own organisations to ensure their future success and sustainability.

“Employees are often over-managed and under-led”

Sir John Harvey-Jones

Leadership in Organisations

This six month programme is used to introduce some of the basic concepts of learning, leadership and strategy that will be built upon throughout the Masters Programme. It challenges some of our assumptions regarding leading and managing, and through new theories, reframes our thinking. Those successfully completing this module will achieve the **Advanced Professional Diploma in Managing**.

Outcomes of the module include:-

1. The development of self leadership and areas for personal Growth
2. Pro-active Leadership capabilities that enables managers to identify & exploit new opportunities.
3. Utilise new models of leading change in today's chaotic working environment.
4. Developing Strategies in order to create competitive advantage

This programme has a points value of 40.

MODULE	NUMBER OF DAYS
1 Reflective Learning	2
2 Personal Development	2
3 Leadership	2
4 Leading Change	2
5 Strategising	2



Individual Learning Contracts

In this module participants are encouraged to explore and better understanding four key Leadership skills:-

- 1. Strategic Thinking*
- 2. Executive coaching*
- 3. Radical change perspectives*
- 4. Leadership & Follower-ship*

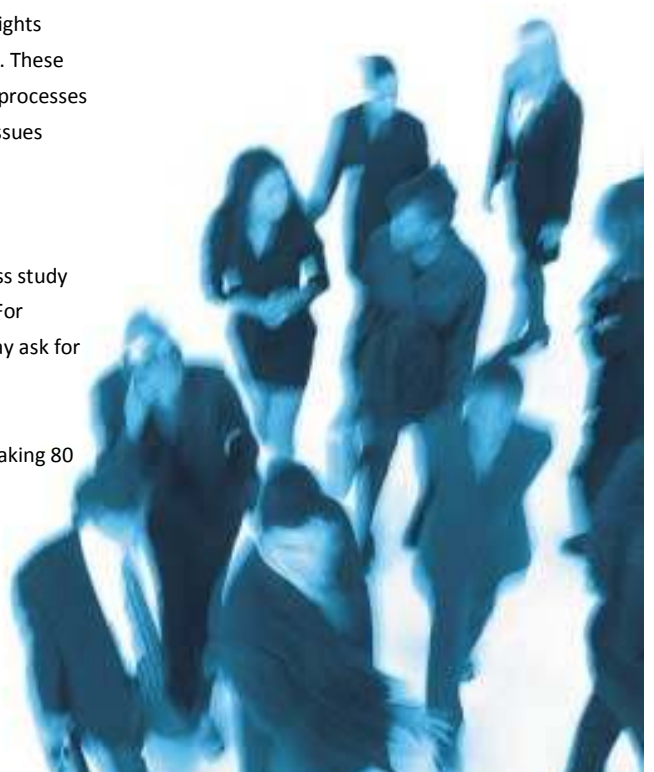
Outcomes of this module:-

- To understand, critically analyse, evaluate and explain an issue of strategic thinking, coaching, change and leadership in your organisation for further investigation
- Describe the relationship between theory and practice
- Evaluate the effects of taking action to enhance learning effectiveness

During this part of the programme participants are encouraged to identify issues within their own workplace and develop new insights which lead to new ways of thinking which direct future practice. These practice fields of leadership will provide a dialogue to facilitate processes of exploration and discovery in finding lasting solutions to the issues being addressed.

The “Contracts” are self directed pieces of study, which are approximately 6 weeks long. Within each contract 2 days of class study have been built in should the participants choose to avail of it. For example, during the *Strategic Thinking Contract* participants may ask for a workshop on lets say “An Introduction to Strategic Planning”.

Each successfully completed module has a value of 20 points making 80 points in total.



Research and Dissertation Module

*The **Masters of Arts in Business** culminates in the writing of a 12,000 word dissertation. The dissertation is based on the identification of a significant issue/problem at work, which should require change and should contain sufficient uncertainty and complexity to justify a detailed process of enquiry. Once you have identified such an issue, you will be interviewed by the Course Leader/Tutor so that it can be assessed for suitability.*

A 2 day workshop will be held so that participants can discuss Dissertations with other students and the Dissertation Tutors. During the workshop, an initial plan for diagnosis of a problem will be formulated.

Aim

The aim of this module is to enable you to carry out an action research Dissertation within an organisation.

Outcomes:

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

- identify a situation or problem within an organisation which requires significant change
- develop and formulate strategic intent for a research Dissertation
- identify and implement a personal development plan to develop appropriate consultancy and intervention skills
- formulate a plan and apply appropriate Action Research methods to the process of diagnosing a problem
- explore and analyse data gathered to detect emerging theories and develop existing theories of organizations
- explore and analyse data gathered to identify alternative ideas for action and practice
- evaluate the results of action carried out and make recommendations for further actions



Certification

Neil Dawn Associates together with Leeds Business School have developed the *Leadership Development Programme* in which successful participants will achieve a Master of Arts Degree in Business (leadership & Management) equal to Level 9 on the National Framework.

There are 3 learning elements to the programme

1. Leadership in Organisations leading to an Advanced Diploma in Managing **(40 pts)**
 - a. Assignment 1 (1,500 words)
 - b. Assignment 2 (1,500 words)
 - c. Project (7,500 words)

2. Specific Individual Learning Modules leading to completion of four learning contracts **(80 pts)**
 - a. Completion of 4 written Contracts (Each of 4,000 words)

3. Research Methods and Dissertation Module leading to a Master of Arts Degree in Management Practice **(60 pts)**
 - a. Completion of a Dissertation (12,000 words)

In order to achieve a pass mark all assignments must achieve the minimum pass mark of 40%.





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