



**Nottingham Business School**

*Delivering education and research that combines academic excellence with impact upon business and society*

# Module Handbook

## BUSI32621

### Leadership & Employability (Accounting and Finance)

Module leader: Nicola Lambert

2016-2017



**NOTTINGHAM  
BUSINESS SCHOOL**  
Nottingham Trent University

## Welcome Message from Module Leader

Welcome to the Leadership & Employability Module for BA(H) Accounting and Finance and BA (JH) Business & Management with Accounting and Finance. This is one of two capstone modules at level 3 and a version of this is undertaken by most final years at NBS.

The module is designed to enable you to develop both personally and professionally and will cover the fundamental concepts of:

**Responsible Leadership** including sustainable development education, preparation for active participation in a global multicultural society, and the ability to take thoughtful management decisions (encompassing Equality & Diversity issues and Welfare of Staff) both locally and globally. It also involves awareness of your own longer-term development needs.

**Employability & Career Management** including career decision making, personal development planning, reflection (experience/skills/attributes/leadership) and goal setting, linked to development of your personal brand. Please note this is **not** just about how to get a job on graduation (indeed some of you may have secured this already), it is strategic and longer term.

The module will mix your own choice of **CPD** (Continuing Professional Development) activities, practical work experience and personal reflection with critical analysis of the relevant theory. It will also help you to understand the ever-changing nature of the graduate labour market, identify relevant opportunities and practise the strategies needed to apply successfully for graduate level work or study, and manage your longer term future. As well as developing requisite entrepreneurial curiosity preparing you to consider starting your own business, should you wish to.

**Wishing you all a successful year!**

*Nicola*

**Nicola Lambert**

Module Leader

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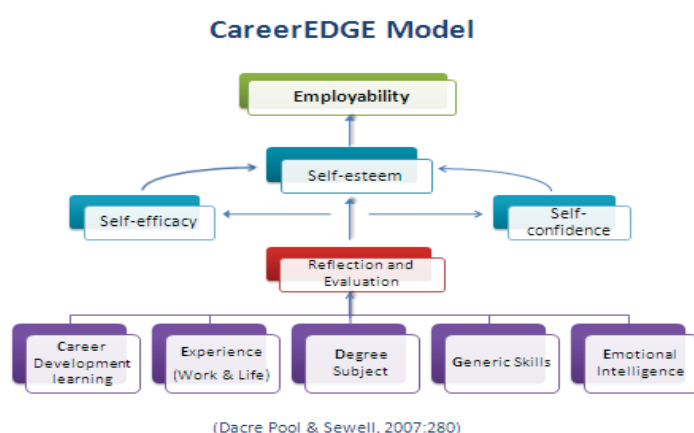
## Introduction

### *Rationale and Underpinning*

A key aim of this module (taken by most final years at NBS) is to equip you with knowledge and understanding of Responsible Leadership. The module comprises a **group project**, allowing you to consolidate your project management and team working skills, and an **individual reflective report** focused on how you have developed your own leadership and employability and your plans for future development. The report will be supported by an **ePortfolio**. You will reflect on your whole degree and develop further the employability skills and capabilities that you need to compete successfully in the graduate labour market. This applies whether you plan to work for yourself, a small or large organisation, in the public or private sector, in the UK or elsewhere. NB: some of you might be looking to continue studying after NTU, and it should be stressed that this module is not just about looking for a job, it is about your longer term career management. In the aftermath of the EU Referendum, developing resilience and being agile and adaptable will be especially important.

Of the total 48 contact hours, 25 will be CPD (Continuing Professional Development), where you select activities/events relevant to you. Please refer to the NBS Employability Resource Calendar (NOW) and FutureHub for suggestions (see also the CPD Information Sheet on NOW). Your CPD can relate to *anything*, which helps you to fill identified gaps (study, careers or professional development related) and contribute towards your future aspirations and plans.

Research by Dacre Pool & Sewell (2007:280) provides the theoretical underpinning for employability at NTU and for this module, through the CareerEDGE Model. From that, it is



clear that your degree subject is only part of the picture; many other things make you employable. When you consider your progress and achievements, you may wish to use the CareerEDGE model as the framework and basis of your analysis in your reflective report, or you may wish to use other relevant frameworks. See separate brief on NOW for more information.

**Key attributes** for NBS graduates<sup>1</sup> are being able to:

- Demonstrate knowledge and understanding of the primary theories and concepts relevant to your field of study
- Apply theory to practice in organisational settings and relate practice to theory
- Demonstrate aptitude for critical thought and creativity
- Effectively utilise relevant information and communication skills
- Critically evaluate ethical and sustainability-based issues within your field of study
- Evidence the capacity to act as global citizens
- Demonstrate the capacity to make an impact in organisations (including being able to work effectively in teams).

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<sup>1</sup> NTU is currently revising its Graduate Attributes, which are broadly under the 5 headings of: Team-working, Problem Solving, Positive Attitude, Professional Mindset and Articulating Professional Identity. Further info will be supplied in due course.

## **Responsible Leadership**

According to the NUS, “*providing the skills, experience and knowledge for our emerging low-carbon economy is a key priority for education in the 21<sup>st</sup> century*” and NTU is one of the first UK universities to sign up to [Responsible Futures](#) (audit taking place in November 2016). Separately, NBS has signed up to [PRME](#) (Principles for Responsible Management Education) developed by the UN Global Compact and leading academic institutions. Plus NBS is also working with the [GRLI](#) (Globally Responsible Leadership Initiative). These will represent important resources for you, as you will need to demonstrate an understanding of Responsible Leadership in order to achieve the Module’s Learning Outcomes. The University has also signed up to [LIFE](#) and that relates to sustainable business in its broadest sense.

To improve your understanding of some of the above issues, you will participate in NTU’s award winning ‘**Sustainability in Practice**’ online course (see page 8). From an employability point of view, having a good grounding in such matters will help you stand out from the crowd at interviews (as previous students will testify). As a future manager and leader, such understanding will also be invaluable, both for organisations within which and with whom you work, and the wider society.

To be an effective global citizen also requires a knowledge and understanding of equality and diversity issues. Your group project may give you the chance to work in multi-cultural groups and we ask you to view this in a positive manner. There will also be relevant CPD opportunities such as events at the [NTU Global Lounge](#), NTU [Global Week](#) (spring) and the BAIB ‘L&E Living, Working & Studying Abroad’ event (24 November).

## **Graduate Employability & Career Management**

To manage your future, you also need to know how to ‘Articulate your Professional Identity’ – i.e. market yourself and network effectively, especially as recruitment procedures are changing rapidly. Personal Branding and using LinkedIn effectively are therefore important and are offered as CPD. Self-awareness will be vital, as will Emotional Intelligence and resilience. There will be opportunities to take part in various initiatives and challenges throughout the year, such as: Thinkubator (16 November), Grads4Nottm (December & June), Universities Business Challenge (autumn) and the IoD (autumn/spring) and the chance to assume different roles (e.g. School or Course Rep, Student Mentor or Ambassador). Some of these will also appear on your **HEAR** (Higher Education Achievement Record) that you will be able to access in 16/17 (as will future employers if you choose to share).

## **In summary**

L&E pulls together many different strands and in order to reflect effectively (on your whole degree or previous studies), it requires you to be self-aware. **Reflection** can be challenging and you may need to return to ‘**learning**’ theory covered in earlier modules on certain degrees (some material on this will be provided in the learning room). You need to carry out a Gap Analysis (based for example on the NBS Graduate Attribute Matrix) and draw up a Personal Development/Action Plan at the start of your final year, then identify relevant CPD events to help you fill the gaps. At the end of the year you will review these and the Recommendations of your report will be in the form of an Action Plan for the next stage(s) of your life (short and longer term). Please see Reflective Report brief for further guidance and details on the associated ePortfolio.

You will need a good **theoretical underpinning** relating to both Responsible Leadership and Graduate Employability, and the L&E Resource List on NOW and the Reading List on P13 has suggestions.

Whatever your future plans, therefore, L&E is about **helping you realise your full potential**, in order to access, negotiate or create the future you want, in a **responsible** manner.

### How to Communicate with Your Module Team

Please discuss any queries with the Module Team within seminars and Group/Personal Tutorials. If you need to contact a member of the team outside of timetabled sessions please email, including the Module Code (BUSI32621) as part of the Subject Line. Ensure you have a professional email signature too, so we know which course you are on. This helps us to answer your queries promptly.

Tutor	Email	Telephone*	Office Hour
Nicola Lambert (Module leader)	<a href="mailto:nicola.lambert@ntu.ac.uk">nicola.lambert@ntu.ac.uk</a>	0115 848 8698	TBC
Tom Spencer	<a href="mailto:thomas.spencer@ntu.ac.uk">thomas.spencer@ntu.ac.uk</a>	0115 848 2234	TBC
Sian Hancox	<a href="mailto:sian.hancox@ntu.ac.uk">sian.hancox@ntu.ac.uk</a>	0115 848 4693	TBC
Sarah Della Rocca	<a href="mailto:sarah.dellarocca@ntu.ac.uk">sarah.dellarocca@ntu.ac.uk</a>	0115 848 8026	TBC
Rob Hartley	<a href="mailto:robert.hartley@ntu.ac.uk">robert.hartley@ntu.ac.uk</a>	0115 848 3839	TBC
Ann Irons	<a href="mailto:ann.irons@ntu.ac.uk">ann.irons@ntu.ac.uk</a>	0115 848 2364	TBC
Phil King	<a href="mailto:phil.king@ntu.ac.uk">phil.king@ntu.ac.uk</a>	0115 848 2384	
Graham Needham	<a href="mailto:graham.needham02@ntu.ac.uk">graham.needham02@ntu.ac.uk</a>	0115 848 3850	TBC
Hilary Patterson	<a href="mailto:hilary.patterson@ntu.ac.uk">hilary.patterson@ntu.ac.uk</a>	0115 848 4443	TBC
Graham Pitcher	<a href="mailto:graham.pitcher@ntu.ac.uk">graham.pitcher@ntu.ac.uk</a>	0115 848 3830	TBC

\* just use last 5 digits, if telephoning internally (from the Link Lounge for example)

As shown above, staff have an Office Hour, where we are available to meet students informally in the Link Lounge (Newton 7<sup>th</sup> Floor) or on level 0 (near the lifts). Whilst appointments are not usually necessary, we can get very busy and it may be beneficial to email in advance.

Please be aware that Office Hours are *additional* contact time, they do not replace Tutorials, Seminars and Lectures, which full attendance throughout the year is expected, in order to gain full benefit (any absences must be justified).

Registers will be maintained and poorly attending students will be contacted and required to see their Personal Tutor, Year Tutor, or Course Leader. As the Seminar Tutor is usually also your Personal Tutor, please only attend your timetabled classes. (You may attend another Seminar only on an exceptional basis, where prearranged with the relevant Tutors.)

## The Aims of this Module:

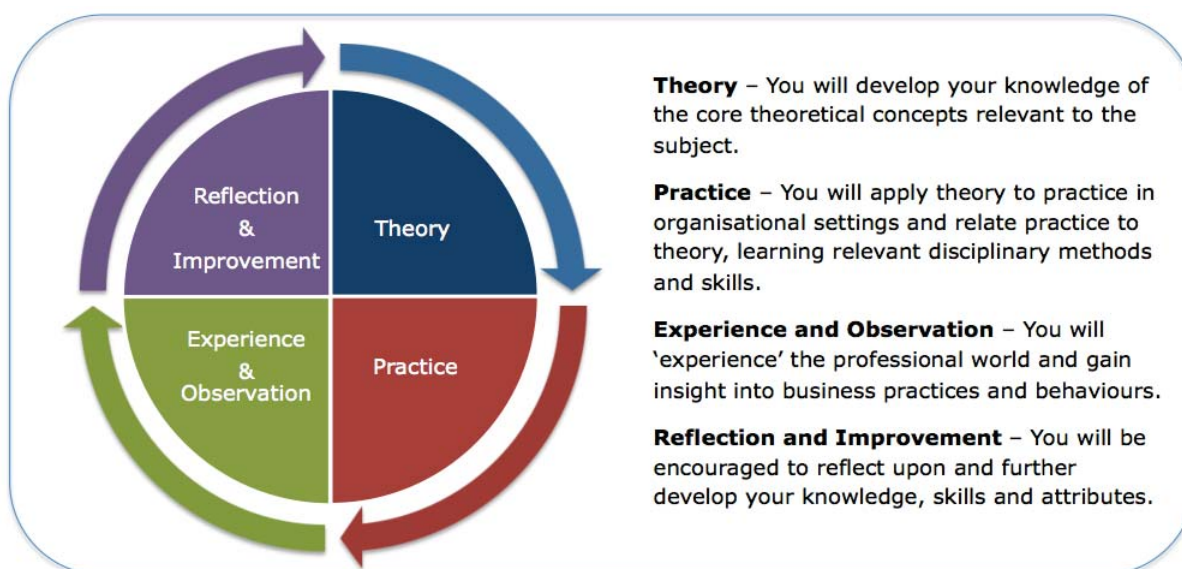
Overview and Aims
<p>To enable further development and consolidation of career management and transferable skills, to help prepare you for future employment, further academic study or entrepreneurship and to realise your full potential.</p> <p>To enable critical reflection on your degree as a whole, and on your achievement of a relevant set of professional attributes.</p> <p>To develop knowledge and understanding of leadership practice and theory, including demand for responsible and ethical leadership.</p> <p>To develop an understanding of how effective strategic leadership can influence organisational behaviour, strategic management and financial decision-making.</p>

## The Learning Outcomes for this Module:

Learning outcomes
Learning outcomes describe what you should know and be able to do by the end of the module
Knowledge and understanding. After studying this module you should be able to:
<ul style="list-style-type: none"><li>a) Demonstrate knowledge of your chosen profession or discipline and a critical understanding of associated leadership and employability issues.</li><li>b) Demonstrate an understanding and appreciation of social, economic and environmental sustainability issues within the context of your chosen profession or discipline.</li><li>c) Demonstrate ability to research and analyse a strategic leadership challenge based on a contemporary theme in order to provide potential solutions.</li></ul>
Skills, qualities and attributes. After studying this module you should be able to:
<ul style="list-style-type: none"><li>d) Demonstrate the ability to work effectively as a member of a team.</li><li>e) Demonstrate the ability to reflect critically on your achievement of relevant professional attributes and your own employability, allowing you to manage your future.</li><li>f) Demonstrate the ability to employ diverse research methods and communicate findings in an effective manner.</li></ul>

## A Structured Approach to Your Learning

In your modules and throughout your course you will study different theories, concepts and approaches and be given opportunities to apply these in a range of practical settings. Your understanding will be enhanced through the direct experience of business, where you will be able to observe business practices and behaviours (including your own) and analyse these using your theoretical knowledge. By reflecting on these experiences, you will be able to identify how the implementation of different theories can be improved, or even consider how a theory itself might be improved.



Below you will find information on the content and approach to teaching in the L&E module and how this relates to each of these different components of your learning.

Theory	<p><b>Discipline specific theory:</b> especially in relation to:</p> <ul style="list-style-type: none"> <li>• <b>Responsible Leadership</b> including <b>Global Citizenship</b> issues such as: welfare of staff, cultural diversity, ethics and corporate social responsibility, plus <b>sustainability</b> (social, economic and environmental) within your chosen profession/discipline.</li> <li>• <b>Employability &amp; Career Management:</b> personal branding, emotional intelligence, transferable skills development and learning styles.</li> </ul>
Practice	<ul style="list-style-type: none"> <li>• You will undertake a group <b>discipline-specific project</b>, applying theory during the seminars and through the assessment.</li> <li>• <b>Continuing Professional Development (CPD)</b> is a key part of this module and you will be expected to carry out relevant activities and attend events to bridge gaps identified. Many events are promoted via the NBS Employability calendar (NOW), FutureHub and Twitter.</li> <li>• <b>Sustainability</b> is an important NBS attribute and you will either cover this in your group project or via the ‘<b>Sustainability in Practice</b>’ (SiP) online course/certificate or both (see below).</li> </ul>
Experience & Observation	<ul style="list-style-type: none"> <li>• The <b>group project</b> will allow business practice to be observed and understood.</li> <li>• <b>CPD</b> opportunities will include talks from business leaders, and there will be guest speakers on the module.</li> <li>• You will also be encouraged to volunteer and take part in various entrepreneurial/business challenges/competitions, these will be promoted via the NBS Employability Resource calendar/news (NOW) &amp; FutureHub.</li> </ul>

## Reflection & Improvement

- The **ePortfolio** allows you to log your progress and achievements, which you will share with your Personal Tutor throughout the year.
- The individual **Reflective Report** requires you to reflect on your achievement of the NBS/NTU/Professional attributes and the L&E Module Learning Outcomes.
- You will also reflect on your whole degree: including your CPD, previous studies, extra-curricular activity, work experience, emotional intelligence, plus your understanding of Global Citizenship and Responsible Leadership issues.
- Personal Development Planning will be an integral part, both for your final year and very importantly, the next stage(s) of your life (short and longer term).

## **ONLINE TESTS**

### ***Sustainability in Practice***

Unless you have already done the SiP online course in a previous year, all final year students are required to do this (5 hours CPD) **by 31 December 2016**. The online course includes an online test for NBS students. Even if you have done the SiP before, you may wish to do it again (you can claim the hours again if you do), as new themes have been added (as well as food there will be energy and clothes this year). You can also take the SiP course further and do the additional assessment to obtain the SiP **certificate**. In this case you can claim a further 5 hours' CPD. Students taking the International Tourism module have their own version embedded, so therefore do not **need** to do this as well.

The SiP is a separate learning room on NOW, which should be listed in your available learning rooms.

In your individual written reflection, you will need to demonstrate understanding and experience of sustainability, backed up by evidence in the ePortfolio. Your group assessment may also have elements of sustainability, so you can draw on both that and the SiP for examples. See Introduction, Responsible Leadership section above (p4), for further suggestions of organisations and websites for useful resources.

### ***Equality & Diversity (E&D) Test***

You also have the opportunity to take this online test, which is one that NTU staff have to undertake. The link to this is on the NBS Employability Resource learning room (search in Content). (2 hours CPD)

### ***OPQ Test & other Numerical/Verbal Reasoning Tests***

There is the chance to take the NTU OPQ test to understand better your preferences (2 hours CPD). We also have practice tests available for the verbal and numeric test. Information is available via the NBS Employability Resource learning room (search in Content).

## The Timetable of Teaching Activities

Below are brief details of the topics that will be taught and the dates. This information will help you to plan your work. Please note there is a series of CPD lectures and activities which sits alongside term 1 and 2. You will find some of them on the next pages, but these will also be signposted through your L&E NOW learning room, Twitter and the NBS Employability Resource NOW learning room (News Items, Calendar and Content, as appropriate).

Wk	Week starts	Topic		T	P	E	O	R	I	Tutor
Start of Term 1 – 10 Weeks										
10	03/10/16	L	Introduction to L&E and Careers Talk (There will also be a separate Welcome Back meeting with your Course Team, see timetable)	X						NL
		S	No L&E Seminars this week. Level 1 NBS Discover Week - you will have the opportunity to participate in the school-wide activities as a Mentor and/or take part in a variety of other CPD activities.							
11	10/10/16	L	Online Lectures for Group Assessment and Matrices will be available on NOW in Contents	X	X			X		NL & TS
		S	Matrices Workshop and Group/Theme Allocation		X			X		ALL
12	17/10/16	L	Online Lectures on Leadership Theory and Application to Disciplines will be available on NOW in Contents	X	X	X				NL & TS
		S	Group Assessment Workshop – initial research, feedback and discussion. Action plan for task completion for next week	X	X	X				ALL
13	24/10/16	L								
		S	Group Assessment Workshop – discussion on findings. Group work for formulating poster and content.	X	X	X				ALL
14	31/10/16	L								
		PT	No workshops – progress group assessment. Personal Tutor Learning set meetings focused on CPD, Action Plan and development. Review e-portfolio.				X	X		ALL
15	07/11/16	L								
		PT	No workshops – progress group assessment. Personal Tutor Learning set meetings focused on CPD, Action Plan and development. Review e-portfolio.				X	X		ALL
16	14/11/16	L	Online Lecture – expectations for group mock presentation of findings, guidance and FAQ responses.		X					TS
		S	No workshops – progress group assessment.							
17	21/11/16	L								
		S	Workshop – present poster, findings and feedback				X	X		ALL
18	28/11/16	ASSESSMENT EVENT – 1 DECEMBER 2016 4-8pm			X	X	X	X		ALL
19	05/12/16	L	Online Lectures - Review of event and key learning outcomes. Review of reflection to date and focus on Term 2.		X	X	X	X		NL
		S	No workshops – independent review of e-portfolio. <i>Complete SiP by end of year.</i>	X	X	X	X			

End of Term 1								
Wk	Week starts	Topic		T	P	E	R	Tutor
Start of Term 2 – 12 Weeks								
24	09/1/17	L	Reflective Practice and Focus on Reflective Report	X	X	X	X	NL
		S	No workshops – review e-portfolio				X	
25	16/1/17	L						
		S	Workshop – reflective report and review of previous reflections			X	X	ALL
26	23/1/17	L	Online Lecture – further guidance for reflective report and FAQ to date	X	X	X	X	NL
		S	No workshops – <i>ensure Equality and Diversity online assessment is complete</i>	X	X	X	X	
27	30/1/17	L						
		PT	Personal Tutor Learning set meetings focused on reflective report and e-portfolio review			X	X	ALL
28	06/2/17	L						
		PT	Personal Tutor Learning set meetings focused on reflective report and e-portfolio review			X	X	ALL
29	13/2/17	L						
		PT	Personal Tutor 1-1 - e-portfolio review			X	X	ALL
30	20/2/17	L						
		PT	Personal Tutor 1-1 - e-portfolio review			X	X	ALL
31	27/2/17	L						
		PT	Personal Tutor 1-1 - e-portfolio review			X	X	ALL
32	06/3/17	L						
		PT	Personal Tutor 1-1 - e-portfolio review			X	X	ALL
33	13/3/17	L						
		PT	Personal Tutor 1-1 - e-portfolio review			X	X	ALL
34	20/3/17	L	Online Lecture – reflective report, final thoughts	X	X	X	X	NL
		DI	Drop in Sessions			X	X	ALL
35	27/3/17	DI	Drop in sessions			X	X	ALL
End of Term 2								
Wk	Week starts	Topic		T	P	E	R	Tutor
Start of Term 3 – 8 Weeks								
38	17/4/17	DI	Starts on Wed 19/4 – Drop in sessions			X	X	ALL
39	24/4/17		Exit lecture: Course Leader & Career Consultant <b>Reflective Report Deadline this week – 27 April 2017</b>			X	X	TS & SH
40	01/5/17	<b>EXAM REVISION AND EXAM PERIOD</b>						
41	08/5/17							
42	15/5/17							
43	22/5/17							
44	29/5/17							
45	05/6/17							

**Below is the schedule for the Extra CPD lectures for final years** (plus some other notable dates for your diary such as the Graduate Recruitment Fairs and Thinkubator).

The CPD lectures mainly take place in **LT2** on **Wednesdays 1-2pm** (however, please note some different time slots in the timetable below) As we cannot fit in everyone, they will be recorded, but it is better to attend in person if you can.

The 'Welfare of Staff' lectures are especially important for any student wishing to exit with CMI level 5 (this includes all BA Business and Business Management JH students) as you need to address this in your report. Having said that, they are an important for all future leaders.

There will be lots of other CPD opportunities promoted via the NBS Employability Resources (NOW) room, its calendar and FutureHub. Please follow the Employability Team on **Twitter** @NTUYouFirstNBS to keep in touch with developments.

#### CPD Guest Lectures:

Week	Wed	Time	Venue	Title	Lecturer
11	12/10/16	4-5pm	Belgrave LT	Career Management	Marielle Treavis
12	19/10/16	4-5pm	Newton LT2	Responsible Leadership	Prof. Mollie Painter Morland
13	26/10/16	10-3pm	Newton	Autumn Recruitment Fair	NA
14	2/11/16	1-2pm	Newton LT2	Personal Branding	James Leinster
15	9/11/16	4-5PM	Belgrave LT	Using LinkedIn	Graham Whyborn
16	16/11/16	pm	Newton	NBS Thinkubator event	NA
17	23/11/16	1-2pm	Newton LT2	Welfare of Staff	Ron Lucas
TBC	TBC	1-2pm	Newton LT2	Welfare of staff & discrimination in the modern economy	Chris Lawton
32	Tue 7/3/17			Spring Recruitment Fair	

#### How You Will Receive Feedback

While you are working on your **Group Project**, you will receive formative feedback both in the workshops and the mock presentation day in the week before the assessment event. You will then receive both generic and group feedback after the event.

For the **ePortfolio** and **individual Reflective Report**, you will have the chance to discuss your progress and various aspects such as your gap analysis, your Action Plan and your CPD choices in the Personal Tutorial meetings (whether they be individual or group). You will be expected to start work on the ePortfolio in October and share it with your Personal Tutor early in the year. ***See separate Reflective Report brief on NOW for details.***

You may also attend drop-ins in the final two weeks of Term 2 and the first week of Term 3 to discuss elements of your report and request feedback (detailed feedback can be given on a **maximum** of one side of A4 - please organise with your tutor as to whether this will be verbal or written and certainly no later than the first week of Term 3).

Please note you will not be allowed to contact your Personal Tutor about your Reflective Report after **21 April 2017**.

This report, in line with the Research Project is **not** subject to the 21day turnaround practised by NTU. Your graded report will be available to collect before the end of term (9 June) or at graduation if you have already left Nottingham (w/c 17 July 2017).

### **How You Will be Assessed**

There are two summative assessments in this module and formative exercises throughout the year.

The Group Poster Presentation Assessment represents 40% of the module's marks, and your ePortfolio and the Individual Reflective Report together represent 60%.

The assessment briefs will be posted on L&E NOW.

## Guidance for Independent Study

In the Reflective Report assessment brief, we show a diagram which represents a **timeline** for your final year. That will underpin your ePortfolio and individual reflection. See Reading List and Social Media suggestions below for further sources. Plus check out L&E on NOW for useful links.

Continuing Professional Development is a key part of this module and this allows you to personalise your learning and development. During this year, a minimum of **25 hours of CPD** is expected and there is an Information sheet on NOW explaining what activities can be included. Use this as an opportunity to plug any gaps and help you get to where you want to be by the time you graduate.

## Reading List

ALLAN, B. (2009) *Study Skills for Business & Management Students*. Maidenhead: OUP

ARMSTRONG, M. (2012) *Armstrong's Handbook of Management and Leadership*, 3<sup>rd</sup> ed. London: Kogan Page

BOLTON, G. (2014) *Reflective Practice, Writing & Professional Development*, 4<sup>th</sup> ed. London: Sage

DACRE POOL, L. & SEWELL, P. (2007) The key to employability: developing a practical model of graduate employability. *Education & Training*, 49/4, pp 277-289

DICKMAN, M. & BARUCH, Y. (2011) *Global Careers* (e-book), New York: Routledge

EISENMANN, T.R. (2013) Entrepreneurship: A Working Definition, *Harvard Business Review* [online]. Available at: <http://blogs.hbr.org/2013/01/what-is-entrepreneurship/> [accessed 15/06/16]

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GRLI, (2011) *The GRLI Grid* [online]. Available at: <http://www.grli.org/resources/globally-responsible-leadership-grid-tm/> [accessed 15/6/16]

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GREENHAUS, J., CALLANAN, G. & GODSHALK, V. (2010) *Career Management*. London: Sage

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MOON, J. (2004) *A handbook of reflective and experiential learning: theory and practice*. London: Routledge

MULLINS, L.J. (2016) *Management and organisational behaviour*. 11<sup>th</sup> ed. Harlow: Pearson Education

PEGG, A., WALDOCK, J., HENDY-ISAAC, S. & LAWTON, R. (2012) *Pedagogy for Employability*, York: HEA

ROOK, S. (2013) *The graduate career guidebook*. London: Palgrave

See also the extensive **resource list** on your L&E NOW area, split into sections such as Leadership, Career Management, Sustainability etc. Supplement this with your own literature search, relating to your discipline, personal development and future career/ career management. Apart from books, use a wide range of academic journals, business magazines, trade journals, websites etc.

### **Online Resources**

#### **NOW:**

See the L&E and the NBS Employability Resource NOW learning rooms.

Sign up to receive **notifications** from all your NOW learning rooms by email, so that you receive **news items** in your email each time we post anything.

The NBS Employability Resource learning room also contains a **calendar** of events and access to the NBS Employability **blog** articles (<http://ntuyoufirstnbs.wordpress.com/>) and the **Twitter** feed @NTUYouFirstNBS.

### **Employability Online**

Over the summer 2016, the interface is changing, hopefully making it easier to locate NTU's employability resources online. *More info to follow.*

#### **FutureHub:**

<https://futurehub.ntu.ac.uk/students/login?returnUrl=%2FBrowseJobs.chpx>

CPD events and job vacancies - if not already registered, sign up to access graduate job opportunities, volunteering, internships and a variety of CPD events offered by the Hive and the Employability team (workshops, 1-2-1 appointments, recruitment fairs, employer events, mock interviews, Grads4Nottm and Grad Jobs Live. We will also ask you to sign up to **NTU GradLINK** in your final year so we can continue to support you after you leave graduate.

#### **Professional Bodies:**

You may also have access to a professional body's website and resources e.g. CIPD (HR), CMI 'Management Direct' (Business and Joint Honours) or one of the accountancy bodies.

### **Twitter:**

@NTUYouFirst	Tweets from the NTU Employability Team
@NTUYouFirstNBS	Business related employability & leadership Tweets and Twitter Lists
@NBSallaboutYOU	NBS Personalisation Team Tweets
@NBS_marketing	Marketing resources and jobs for NBS students
@NTUTheHive	The Hive (NTU's Centre for Entrepreneurship & Enterprise)
#NTUGA	Hashtag relating to leadership and global citizenship attributes (Responsible Leadership, CSR, Sustainability etc.)

### **LinkedIn:**

NBS Alumni	Please connect on LinkedIn with appropriate members of staff at NBS/ NTU and towards the end of the academic year, request to join the NTU Alumni group and the Business sub group. Your course may have a group too. This allows us to keep in touch and tell you about job opportunities after you graduate (see also NTU GradLINK above).
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### **Feedback Your Views to the Module Team**

You can provide feedback via your Course Representative and your Personal Tutor at any time. More formally, around three quarters of the way through the module you will receive a student feedback survey (Evasys). This is your opportunity to tell us your views on your experience in this module. The survey will cover all aspects of the module including the quality of teaching, module resources and organisation. We will use this feedback to help inform changes to the module so that we can continuously improve.

We will provide you with a summary of the feedback that students have given on the module NOW page.

### **DLHE**

About 6 months after you graduate, you will receive an email with a survey link, asking for more information about what you are doing on a specific date (January/April). This is a UK government requirement and all UK universities participate. It is for all graduates, undergrad and postgrad, UK and international.

It will ask whether you are available for work or not, studying or employed or starting your own business. This feeds into the DLHE (Destination of Leavers from Higher Education) statistics and then into the various league tables, and is therefore **really important and valuable**. We would be grateful if you could look out for that and respond when you receive it.

### **Group Work in NBS**

There is a Group Policy for the L&E group report – further guidance is provided on NOW and will be covered in more detail in your workshops.

Working in groups (or teams) is complex and often challenging but is recognised as an essential skill required at work in any small, medium or large organisation. The purpose of setting group work in your course is to help you identify and develop the professional

behaviours that promote effective group work. Prioritising your learning from group work experiences now will help you substantially in your future career.

The expectation is that all group members contribute equally to the group work task and that you each support each other in this endeavour. To promote this expectation all groups will be expected to:

1. Complete a short collaborative working agreement identifying the groups mutually agreed ways of working (a Collaborative Working Agreement template will be provided)
2. Keep a record of attendance at all meetings and notes of actions allocated to individuals (a Meetings Record template will be provided)
3. Complete (individually) an assessment of their own performance and the performance of their peers in contributing to the work of the group and the group output (a Peer Assessment Form will be provided).
4. Submit the above documents to the Learning Room Dropbox (the peer assessment form should be individually submitted by each group member).

Where it is evident that all group members have contributed equally to the group task, then the grade for individual group members will be the grade awarded to the group task output.

Where there is unequal commitment and contribution by different group members and this has impacted on the quality of the final output this should be recorded by individual group members using the Peer Assessment Form. These forms are not revealed to other group members. In determining individual grades, tutors will review the evidence submitted by the group (collaborative working agreement, meeting attendance and notes of action points, and peer assessment forms). Where there is good evidence of a differential commitment and contribution to the group output then the tutor can adjust the individual grades by a maximum of two grade points (higher or lower) from the group grade. Normally only one or two group members would be expected to have their grades adjusted. Where a tutor has additionally observed differential contribution and performance through their oversight of the group, or through interventions made during the group work, then the tutor can as appropriate take this into account in determining an individual grade for a student that exceeds the two grade maximum adjustment.

Where there is clear evidence of no engagement by a student with the group then a tutor can fail the student in the group assignment.

In order to provide opportunities during your course to work with, and learn from, individuals with different educational, experiential and cultural backgrounds, in the first two years of your undergraduate course you will be allocated to a group by your tutor. In your final undergraduate year and in postgraduate courses staff allocation is the default approach but module leaders can also adopt student self-selection. The only exception to this is where students are completing work for external clients.

In the main, group work proceeds efficiently and effectively within NBS and you are encouraged to support your group in agreeing and promoting a set of group work behaviours that can support this aim. However, should issues arise in the operation of your group you are advised to advise your tutor as soon as possible.

## **Additional Information**

Please ensure you refer to your Course Learning Room in NOW for guidance regarding NECS, what constitutes as student academic irregularities, etc.