



Module Specification

Implementation and Delivery

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Contents

Module Specification	1
Part 1: Information	2
Part 2: Description	2
Part 3: Teaching and learning methods	4
Part 4: Assessment.....	6
Part 5: Contributes towards	8

Part 1: Information

Module title: Implementation and Delivery

Module code: UBGMRM-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Environment & Technology

Department: FET Dept of Geography & Environmental Mgmt

Partner institutions: None

Field: Geography and Environmental Management

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: The general concern of implementation of plans is in the relationship between policy and action. It examines our understanding of implementation, where the policy/action relationship occurs, how it is managed in organisations and how decisions concerned with it are made.

Urban and rural planning is an example of public policy, and in all public policy the implementation of decision making is a topic in its own right. This module draws

experience from the general field of public policy and applies this experience to urban and rural planning.

Features: Not applicable

Educational aims: This module will allow students to understand the processes by which land and property is developed, with a robust understanding of development finance in the context of the process of development. This module is also concerned with the skills necessary to make planning work.

Outline syllabus: The module begins with an introduction to implementation and an exploration of ways of looking at the topic. This section looks at the traditional views of implementation, something that followed on once policy making was complete, and then discusses different perspectives on the subject of implementation. It then focusses on the challenges of effective delivery by particularly examining the implementation of property development by outlining various stages in the development process, role of contracts, importance of a development team, and the need for considering planning obligations/cost recovery options.

Next, the module considers the ways in which governance arrangements influence implementation and delivery. It looks particularly at local government organisations and the function of urban and rural planning. And considers the ways in which local government has been altered in recent years and its position within various theoretical models of the local democratic state. The module also provides a consideration of management in organisations and draws on examples of local governance from around the world.

The module studies decision making in local government and urban and rural planning. In particular, it covers the evaluation of choices and the monitoring of outcomes. The content reinforces ideas from earlier units with new material from local government, planning and decision making literature. It will also discuss the importance of engaging with ethical frameworks for decision making in local government.

The module also looks at the ways in which the process of development can be seen as a series of negotiations. The content considers ways in which decision making can

be thought of as a negotiation between different sides, each limited by their discretion. The module is focused on the activities and interactions of human beings rather than the things which emerge as outcomes, for instance, policies, plans and development. The unit is also intended to improve the readers' personal negotiation skills.

Finally, the module looks at project management and how the delivery of urban and rural planning can be ensured through effective management. This would also include a discussion of development and financial feasibility within the project management cycle. This unit focusses on the many management jobs that planners increasingly have to carry out. The various themes that will be discussed include; principles of project management, strategic management, roles and skills of project manager, project planning, use of case studies etc.

Part 3: Teaching and learning methods

Teaching and learning methods: Scheduled learning via on-line module materials and links to additional learning resources.

Independent learning includes essential reading, assessment preparation and completion. Independently managed group based learning will also be required.

Contact time: 0hrs

Assimilation and development of knowledge: 80hrs

Assessment: 70hrs

Total: 150hrs

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

- D1** Self-directed learning and time management
- D2** Use of an academic library
- D3** Carrying out secondary research

D4 Development of the ability to construct concise arguments and defend them

D5 Writing in professional and academic styles to a high standard

MO1 Articulate different theories of implementation

MO2 Analyse and reflect on the policy process in relation to practical examples of property development and develop a robust understanding of property finance

MO3 Identify the contributions made by different professions at key stages in the process of development

MO4 Outline the physical, political, socioeconomic factors and philosophies which contribute to the various stages of the development framework

MO5 Describe the roles and responsibilities of other professions, institutions and regulatory bodies at various stages of the development framework

MO6 Outline the external controls and restraints that shape development

MO7 Develop an understanding of organisational arrangements and management practices in the institutions of local governance

MO8 Appreciate the evaluation of choices and monitoring of outcomes within the decision making processes in local government

MO9 Show an appreciation of decision making theories and the use of discretion and negotiation in the policy making arena

MO10 Demonstrate improved understanding of knowledge and skills of negotiation

MO11 Develop an understanding of the opportunities and barriers to managing successful projects

MO12 Appreciate the role and skills of a project manager

MO13 Demonstrate an understanding of different components a project plan including development and financial viability, resource allocation, identification of work packages, monitoring and performance measurement

MO14 Demonstrate an understanding of principles of project management by examining case studies

MO15 Demonstrate developed skills of essay writing using academic sources

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 150 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/ubgmmr-15-m.html) via the following link <https://uwe.rl.talis.com/modules/ubgmmr-15-m.html>

Part 4: Assessment

Assessment strategy: The assessment will be based on two elements:

An essay that will require students to demonstrate their knowledge of material covered through the academic year. The essay question will demand that students address an important academic matter raised by the module. The answer will be assessed according to the following criteria:

Relevance of answer to the question set.

Demonstration of understanding and insight in response to the question set.

Structure and organisation of response.

Grounding in literature and appropriate legislation and use of evidence and supporting material.

Clarity, coherence and depth of argument and analysis.

Standards of literacy and presentation.

An illustrated report where students draw on the principles of project management and apply them to a case study of their choice. The response will be assessed according to the following criteria:

Relevance of answer to the question set.

Demonstration of understanding and insight in response to the question set.

Structure and organisation of response needs to engage with the following stages:

Background/context of the project (Stage 1); Project definition and goal (Stage 2);

Key tasks (Stage 3 and 4); Evaluation (Stage 5); Reflection (Stage 6); Conclusion

and analysis (Stage 7).

Grounding in literature and appropriate legislation and use of evidence and supporting material.

Clarity, coherence and depth of argument and analysis.

Standards of literacy and presentation.

Assessment tasks:

Report (First Sit)

Description: Report (1750 words)

Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested: D1, D2, D3, D4, D5, MO11, MO12, MO13, MO14, MO15, MO3

Written Assignment (First Sit)

Description: Essay (1750 words)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested: D1, D2, D3, D4, D5, MO1, MO10, MO15, MO2, MO3, MO4, MO5, MO6, MO7, MO8, MO9

Report (Resit)

Description: Report (1750 words)

Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Written Assignment (Resit)

Description: Essay (1750 words)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study: