

Postgraduate Diploma in Applied Management (part-time)
Postgraduate Certificate and Diploma in Applied Management (Health and Social Care) – part-time
For students entering in 2008

Awarding Institution:	The University of Reading
Teaching Institution:	The University of Reading Faculty of Arts and Humanities
Programme length – generic route:	24 months, commencing in Autumn or Spring or Summer Terms
Programme length – health and social care route:	Flexible: 24 to 72 months (Diploma) Flexible: 12 to 36 months (Certificate)
Date of specification:	January 2008
Programme Director:	Georgina Kilner
Board of Studies:	Professional Management Programmes

There are two discrete routes to this award

1. Generic route
2. Health and social care route

Summary of Programme Aims

This programme is aimed at working managers with management experience in either the private, public or third sectors. The programme is designed to enhance the personal development of managers so that they may develop their careers through the study of how organisations are managed in changing environments.

This programme aims to develop the student's capacity for integrated and critical awareness of organisations and their environments coupled with an understanding of management to enable them to perform and adapt in their chosen professional role more effectively. This includes development of relevant knowledge and skills and their appropriate application using a critical and informed perspective.

Transferable Skills

The University's Strategy for Teaching and Learning has identified a number of generic transferable intellectual skills that all students are expected to have developed by the end of their programme. In addition, students on this Diploma programme will have the opportunity to:

- enhance their general career management skills by improving written and oral presentations, problem solving, team working and managerial effectiveness
- develop their self awareness, become more self directed and enhance their own personal development as they use the knowledge and skills they have acquired to contribute to the success of their organisation.

Management is an inherently practical subject, and both routes are intended to have a direct, beneficial impact on the students in their work settings. All the skills covered in this programme are therefore transferable to the workplace.

Programme Content – Generic route

Total number of credits: 120

Level: M

Year One Modules

CDMM01	Strategic Analysis	10 credits
CDMM02	Managing Markets and Consumers	10 credits
CDMM03	Managing Human Resources	10 credits
CDMM04	Managing Information	10 credits
CDMM05	Fundamentals of Finance	10 credits
CDMM06	Managing Operations and Processes	10 credits

Total **60 credits**

Year Two Modules

CDMM07	Planning and Managing Markets	10 credits
CDMM08	Strategic Information Management	10 credits
CDMM09	Leadership and Motivation	10 credits
CDMM10	Organisations, Culture Conflict and Change	10 credits
CDMM11	Managing Projects	10 credits
CDMM12	Managing Strategy	10 credits

Total **60 credits**

Programme Content – Health and social care route

Total number of credits: 60/120

Level: M

This route is a CPD route for managers working in the health and social care sectors. It is a flexible programme where modules can be taken in any order and accumulated towards a PG Certificate or a PG Diploma. This flexibility allows student to design programmes of learning that are appropriate to their professional roles and therefore of maximum benefit to them and to their organisation. The core requirements described below ensure that the essential learning outcomes of the programmes are achieved. The structure also allows students to progress from the Certificate to the Diploma with ease.

PG Certificate

In order to be eligible for the qualification students must fulfil the core requirements

Certificate core requirements

Students must undertake the following core modules:

- Module CDMHC01 (Managing your Enterprise) 20 credits level M
- Module CDMHC02 (Managing Services and Budgets) 20 credits level M

The remaining credit may be accumulated through a range of optional modules taken to suit professional or personal development requirements. A list of currently available modules is available on the School website. In selecting these modules students must achieve a minimum of 10 credits in the following two core management areas

- People
- Information

The management area in which each module lies is indicated on the website list . It is also possible to transfer relevant credit (of the equivalent level) gained from another institution, see below.

PG Diploma

In order to be eligible for the qualification students must fulfil the core requirements

Diploma core requirements

Students must undertake the following core modules:

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|--|------------|---------|
| • Module CDMHC01 (Managing your Enterprise) | 20 credits | level M |
| • Module CDMHC03 (Managing Finance) | 20 credits | level M |
| • Module CDMHC04 (Business and Service Planning) | 20 credits | level M |

The remaining credit may be accumulated through a range of optional modules taken to suit professional or personal development requirements. A list of currently available modules is available on the School website. In selecting these modules students must achieve a minimum of 10 credits in the following three core management areas

- People
- Services
- Information

The management area in which each module lies is indicated on the website list . It is also possible to transfer relevant credit (of the equivalent level) gained from another institution, see below.

Progression Requirements

To qualify at a pass level for the **Postgraduate Diploma** in Applied Management, students must have achieved:

- (1) A weighted average mark of 50% or more over:
 - a. Generic route - all credits for which the student has no exemption
 - b. Health and social care route – 120 credits fulfilling the core requirement outlined aboveand
- (2) No mark below 40%
and
- (3) At least 50% in 100 of the 120 credits

A Distinction applies where the weighted average mark is 70% or more

A Merit applies where the weighted average mark is 60-69%

To qualify at a pass level for the **Postgraduate Certificate** in Applied Management, students must have achieved:

- (1) A weighted average mark of 50% or more over:
 - a. Generic route - all modules in the specified first year programme above for which the student has no exemption
 - b. Health and social care route - 60 credits fulfilling the core requirement outlined aboveand
- (2) No mark below 40%
and
- (3) At least 50% in 40 of the 60 credits

A Distinction applies where the weighted average mark is 70% or more

A Merit applies where the weighted average mark is 60-69%

Exemptions

Exemptions may be granted for specific professional qualifications against certain modules. Please consult the Programme Director for a current list of exemptions. A maximum of 40 credits may be exempt.

(For the purposes of programme approval a suggested current list is provided as an annexe to this specification – the list is indicative and other sufficiently rigorous qualifications may be considered).

APL

Students wishing to seek APL/APEL must provide appropriate evidence using the University procedure. APL/APEL is normally awarded up to a maximum of one third of the award (i.e. 40 credits as part of the PG Diploma, and 20 credits for the PG Certificate). APL will not normally be accepted for qualifications awarded more than five years previously.

Summary of Teaching and Assessment

There are a variety of teaching, learning and assessment methods used in the programmes

- There is an emphasis on experiential learning in line with the professional nature of the programme.
- Learning outcomes are realised by balancing critical review against practical work based challenges

Work Based Experience

Students will learn by their work based experiences: e.g. identification of workplace issues and potential solutions and reflecting on their prior experience and current knowledge. Students are expected and encouraged to seek out opportunities to develop and capitalise on ideas they have encountered through the course in their professional lives. Work based experience can considerably enhance learning by the student having access to a strong mentor.

Generic route

This route is taught and assessed by the following means:

Workshops - Monthly workshops are the main teaching contact point for students. Workshops enable students to learn collaboratively in contrast to the self managed learning from modular materials. the practical application of academic learning to the prevailing management situations faced by students can be explored and debated. Workshop leaders are present to facilitate the learning processes, provide feedback and guidance on assignment preparation in group tutorials. Teaching and learning methods are varied (case studies, short lectures, presentations, group working and appropriate experiential learning such as simulation exercises and role-plays). Most of these workshops are provided by external practitioners, experienced in their fields. Companion learning materials are provided at each workshop.

Self Managed Learning - Self-managed learning is facilitated using a variety of standard external and internal materials. Students are provided with a variety of appropriate materials which are continually evolving. The purpose of the materials is to provide key background learning materials for students to use and manage independently depending on their preferences. Workshop leaders provide a structured learning path for students through a range of resources.

Students are expected to undertake a considerable amount of self-managed academic work such as wider reading, and internet searches and investigations. They are expected to use their findings to augment their learning and widen their knowledge and experience. They are expected to use this knowledge and reflect on their experience in the delivery of their work based assignments.

Health and social care route

Modules in this route are delivered via distance learning materials developed for the Institute of Healthcare Management and in collaboration with the NHS. Students are required to work through the learning materials applying their academic learning to their own employment context at regular intervals through structured exercises. Students are encouraged to explore their applications with peers through online activities where available. Each 20 credit module should be completed within a four 4 month period.

Assignments

Each module of the programme is assessed by a work based assignment described in more detail in the relevant module description.

Admission Requirements

Normally, students are in managerial roles at the time of undertaking the course. They will be of graduate (or equivalent) calibre and have already demonstrated their intellectual capabilities. They will have a keen interest in managerial issues, a clear idea of how the programme will help them to develop professionally and personally and be able to indicate how they intend to balance their commitments during the programme.

Generic route

Students are generally required to have at least three years experience of working in a managerial position.

Health and social care route

Student should be working in a managerial role in the health and social care sector.

Admissions tutor: the Programme Director or designate

Support for Students and Their Learning

University support for students and their learning falls into two categories. Learning support includes IT Services, which has several hundred computers and the University Library, which across its three sites holds over a million volumes, subscribes to around 4,000 current periodicals, has a range of electronic sources of information and houses the Student Access to Independent Learning (S@IL) computer-based teaching and learning facilities. There are language laboratory facilities both for those students studying on a language degree and for those taking modules offered by the Institution-wide Language Programme. Student guidance and welfare support is provided by Programme Directors, the Careers Advisory Service, the University's Special Needs Advisor, Study Advisors and the Students' Union.

Individual support is provided through the Programme Director, specialist staff and/or e-tutors who will discuss general progress and assignments or any matters arising from the workshops or learning materials.

Health and social care route

In addition students will have access to mentors and 'workplace learning sets' through the NHS 'Foundations for the Future programme'

Career Prospects

Students are usually already employed in managerial roles but during the course they are trained to think clearly and strategically about a wide range of management issues and concerns. This substantially

increases their career prospects within the private, public and voluntary sectors. Graduates of the programmes will find that the qualifications are well recognised and of lasting value.

Opportunities for study abroad or for placements

N/A

Educational Aims of the Programme

This programme aims to develop the student's capacity for integrated and critical awareness of organisations and their environments coupled with an understanding of management to enable them to perform and adapt in their chosen professional role more effectively. This includes development of relevant knowledge and skills and their appropriate application using a critical and informed perspective.

Programme Outcomes

The programme aims to develop the student's

- intellectual capacity with regard to techniques specific to management and
- personal and interpersonal skills

In practical terms the programme provides opportunities for students to investigate organisational and managerial issues and analyse their findings. Using academic learning, students can then evaluate options which could address challenges, enhance operations, improve situations or offer solutions to work based issues.

<p>A. Knowledge and understanding of:</p> <p>Students will gain knowledge and understanding of the theories, models and tools that relate to the key areas of management appropriate for the route of study.</p> <p>The generic route – provides broad coverage drawing on examples from the public, private and third sectors</p> <p>Understanding the organisation Strategic analysis and management Planning markets and understanding consumers Managing and leading human resources Managing information and knowledge Fundamentals of finance Managing operations and processes Managing projects</p> <p>The health and social care route – provides more tailored coverage of management themes of relevance to the sector</p> <p>Managing people Managing services Managing information Managing finance</p>	<p>Teaching and learning methods and strategies</p> <p>Students will learn by :</p> <ul style="list-style-type: none">• Students will also learn by work based application of the tools and techniques taught in their assignments.• Discussing and evaluating topics, issues, case studies and examples in group discussions in person or in an e-enabled learning environment• Being challenged to develop skills of critical evaluation in group and personal study• Applying research and analysis skills appropriately• Communicating the results of their work in writing and/or orally• Being encouraged to reflect on their work and professional environments• Considering and assessing contemporary or pervasive issues and challenges that arise during the course. <p>Assessment</p> <p>Each assignment is structured so as to demand investigation, analysis and recommendations in the professional context of the student's workplace capitalising on academic learning and applying it in practice.</p>
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<p>B. Intellectual skills (able to)</p> <ul style="list-style-type: none"> • Critically analyse information in complex and unpredictable situations, often in the absence of complete (but in the presence of contradictory) data • Identify the key information and critical issues in management situations • Develop investigative and analytical skills, applying appropriate quantitative and qualitative research methods and systematically extract information from data • Synthesise information effectively applying academic knowledge innovatively to organise and evaluate options • Make, implement and review decisions based on sound judgement and recursive critical reflection • Consistently apply knowledge, subject specific and wider intellectual skills • Engage in constructive critical self awareness and self reflection in developing as a manager and understanding the impact on others • Embrace the importance of a sustained approach to continuous professional and personal development • Recognise and address ethical professional dilemmas from personal to organisational level 	<p>Teaching and learning methods, strategies and assessment.</p> <p>Through specific focus on topics, issues and texts in group discussion and/or guided personal study, students are enabled to develop critical modes of enquiry about the selection and treatment of material. The research and analytical skills needed for problem-solving and for the accurate and reliable communication of the results of their work, are practised in assignments and presentations, as is the ability to synthesise and sift information in order to create a structured and coherent argument.</p> <p>Assessment Assignments test all aspects of intellectual skills.</p>
<p>C. Practical skills (able to)</p> <ul style="list-style-type: none"> • Communicate effectively in writing and/or orally regardless of the complexity of the ideas and arguments and using appropriate media in diverse situations • Manage information using appropriate IT skills • Participate effectively in groups and teams engaging in the processes of negotiation and persuasion, working collaboratively and managing conflict • Manage performance by recognising different leadership styles are required in objective setting, motivating, monitoring, coaching and mentoring • Work autonomously and deliver to deadlines • Manage their career development <p>Individual module specifications associated with this programme contain the subject specific skills students have the opportunity to develop. They should be used in conjunction with this programme specification.</p>	<p>Teaching and learning methods, strategies and assessment.</p> <p>All of the practical skills are developed in each module through the production of assignments and preparing for group discussion and/or presentations. They are also developed through the information gathering, reading and problem-solving which is needed to support these activities.</p> <p>Students' knowledge and understanding are assessed by the module assignments and the formative exercises/activities</p>

<p>D. Transferable skills (able to)</p> <ul style="list-style-type: none"> • exercise initiative and personal responsibility • critically analyse information and make decisions in complex and unpredictable situations • seek well researched and developed solutions when confronted by options • identify key information and critical issues in professional situations • apply appropriate quantitative and qualitative research skills in professional situations • make informed professional decisions • learn independently • acquire the skills and aptitudes necessary for a lifetime of effective independent learning and recognise the need for continuous professional development • communicate cogently, coherently and effectively • participate in groups and teams engaging in the processes of negotiation and persuasion, working collaboratively and managing conflict • Work autonomously and successfully deliver to pre determined deadlines • Critically reflect on their own career and personal development 	<p>Teaching and learning methods, strategies and assessments</p> <p>Management is an inherently practical subject, and this programme is intended to have a direct, beneficial impact on the students in their work settings. All the skills, are therefore potentially transferable to the workplace.</p> <p>The specific transferable skills listed in this section will be introduced in the twelve taught modules The self-managed learning guided by the learning pathway enables students to follow a sequence of discussions and exercises which focus on the material of the modules.</p> <p>Students receive tutorial support to guide them through the duration of the programme.</p> <p>Assessment</p> <p>Students’ knowledge and understanding are assessed in the module assignments and the formative exercises/activities</p>
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Please note - This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in the module description and in the programme handbook. The University reserves the right to modify this specification in unforeseen circumstances, or where the process of academic development and feedback from students, quality assurance processes or external sources, such as professional bodies, requires a change to be made. In such circumstances, a revised specification will be issued.

Exemptions Listing as of October 2006 (PROVISIONAL)

Qualification and Awarding Body	Module Exemption
Association of Chartered Certified Accountants (ACCA) Associate Membership	Fundamentals of Finance
Chartered Institute of Management Accountants (CIMA) Associate Membership	Fundamentals of Finance
Chartered Institute of Marketing (CIM) Diploma in Marketing MCIM	Marketing and Consumers and Planning Marketing
Chartered Institute of Personnel and Development (CIPD) Either stage 1 (1990-1996) Professional Management Foundation Programme or (1996 onwards) Core Management Field of CPD Professional Standards	Managing Human Resources
Chartered Institute of Public Finance Accountants (CIFPA) Associate Membership	Fundamentals of Finance
Institute of Chartered Accountants ICAEW (England and Wales)	Fundamentals of Finance
Institute of Chartered Accountants ICAI (Ireland)	Fundamentals of Finance
Institute of Chartered Accountants ICAS (Scotland)	Fundamentals of Finance
Institute of Leadership and Management Diploma in Management	Managing Human Resources