

MA/Postgraduate Diploma/Postgraduate Certificate in Applied Management (part-time) For students entering in 2009

Awarding Institution:	The University of Reading
Teaching Institution:	The University of Reading Henley Business School
MA Programme Length	36 months commencing in Autumn, Spring or Summer terms
Diploma Programme length	24 months, commencing in Autumn, Spring or Summer Terms
Certificate Programme Length	12 months commencing in Autumn, Spring or Summer Terms
Date of specification:	July 2009
Programme Director:	Georgina Kilner
Board of Studies:	Henley Business School - Greenlands

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 Masters 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 the qualifications 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 for Certificate/Diploma

Level 7. All modules are compulsory.

Year One Modules (Certificate and Diploma)

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 (Diploma)

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 for Final Masters Year

Total - 60 credits Level 7

CDMM14 (Applied Management Project)	40 credits
CDMM13 (Evaluating and Reflecting on Management Practice)	20 credits

Progression Requirements

N/A

Exemptions

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

(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 and reflection

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. The latter part of the programme develops and encourages reflective practices as a basis for lifelong learning

Master's Year Teaching

The project module has 4 workshops and the reflective module 2, spaced appropriately within the year to enable the student to carry out their project research and assemble their portfolios of reflection.

Certificate and Diploma Teaching

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.

Assignments

Each module of the Certificate and Diploma part of the Programme is assessed by a work based assignment. The final year modules are based on a work based project and reflective learning assignments, the split of which is given above in **Programme Content**. The individual module descriptions provide more detail regarding the exact nature of the assignments.

Classification

The University's standard classification is as follows:

Mark Interpretation

70 – 100% Distinction

60 – 69% Merit

50 – 59% Good standard (Pass)

Failing categories:

40 – 49% Work below threshold standard

0 – 39% Unsatisfactory Work

For MA

To pass the MA students must gain an average mark of 50 or more overall including a mark of 50 or more in modules amounting to 100 credits and have no mark below 40. In addition the total credit value of all modules marked below 50 must not exceed 55 credits.

Students who gain an average mark of 70 or more overall and have no mark below 40 will be eligible for a Distinction. Those gaining an average mark of 60 or more overall and have no mark below 40 will be eligible for a Merit.

For Postgraduate Diploma

To pass the Postgraduate Diploma students must gain an average mark of 50 or more including a mark of 50 or more in 100 of the 120 credits and have no mark below 40.

Students who gain an average mark of 70 or more and have no mark below 40 will be eligible for the award of a Distinction. Those gaining an average mark of 60 or more and have no mark below 40 will be eligible for a Merit.

For Postgraduate Certificate

To pass the Postgraduate Certificate students must gain an average mark of 50 or more including a mark of 50 or more in 50 of the 60 credits and have no mark below 40.

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.

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

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 Personal Tutors, School Senior Tutors, the Students' Union, the Medical Practice and the Student Services Centre. The Student Services Centre is housed in the Carrington Building and includes the Careers Advisory Service, the Disability Advisory Service, Accommodation Advisory Team, Student Financial Support, Counselling and Study Advisors. Student Services has a Helpdesk available for enquiries made in person or online (www.risisweb.reading.ac.uk), or by calling the central enquiry number on (0118) 378 5555. Students can get key information and guidance from the team of Helpdesk Advisers, or make an appointment with a specialist adviser; Student Services also offer drop-in sessions on everything from accommodation to finance. The Carrington Building is open between 8:30 and 17:30 Monday to Thursday (17:00 Friday and during vacation

periods). Further information can be found in the Student Diary (given to students at enrolment) or on the Student website (www.reading.ac.uk/student).

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.

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.

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. The final stages of the programme develop student’s all round capabilities to examine and address work based challenges, reflecting on how effectively the organisation and they themselves are performing in terms of management.

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 qualification provides broad coverage drawing on examples from the public, private and third sectors</p> <ul style="list-style-type: none"> 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>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
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	<p>analysis skills appropriately</p> <ul style="list-style-type: none"> • 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>
<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</p> <p>Assignments test all aspects of intellectual skills.</p>
<p>Practical skills (able to)</p> <ul style="list-style-type: none"> • Communicate effectively in writing and/or orally 	<p>Teaching and learning methods, strategies and assessment.</p>

<p>regardless of the complexity of the ideas and arguments and using appropriate media in diverse situations</p> <ul style="list-style-type: none"> • 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>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>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>

The specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be able 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 on the University's web site where individual module descriptions may

be found. 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, require 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