Henley Business School - Programme Specification

MA Leadership, Post-graduate Diploma in Leadership and Post-graduate Certificate in Leadership

For students entering from January 2018 onwards

Awarding Institution	The University of Reading
Teaching Institution:	Henley Business School at the University of Reading
School:	Henley Business School
Department:	LOB
Programme length:	24 months with a 36 month registration period
Date of specification:	23rd January, 2018
Programme Director:	Dr Jean-Anne Stewart
Board of Studies:	Post-Experience Postgraduate (PEPG)
Accreditation:	AACSB, EQUIS

Summary of programme aims

The Henley Business School MA Leadership programme aims to prepare programme members for senior leadership positions by:

1. Developing a holistic and integrated perspective of leadership concepts, leadership practice, and the context of leadership along with significant practical leadership development.

2. Developing knowledge and understanding of current and complex issues in leadership and management through access to latest research in leadership and leading edge leadership practice.

3. Developing the knowledge, understanding and skills for leadership around three core themes:
   - Practice: that effective leadership is about making decisions in a real organisational context
   - Responsible Leadership: that individual leaders need to develop self-awareness of their character, integrity and responsibility to others
   - Critical thinking: that effective leadership requires critical engagement of both current theory and practice

4. Providing individual leadership development opportunities to help programme members develop their leadership capabilities, their capacity for and commitment to continuous learning, and their capability to participate in and to lead teams in different situations.

5. Integrating theory and practice through an approach to assessment that combines academic rigour with practitioner relevance through work-based assignments, practical experiential learning in organisations and a leadership study / dissertation including research, theory, practice and personal learning reflections.

Finally, the programme acknowledges the differences in programme member's leadership context and has provided flexibility through the choice of electives at Stage 1 and Stage 2, as well as the

need for people to study the programme in stages, with the option of initially registering for Post-graduate Certificate and Post-graduate Diploma awards.

This programme has been designed in 3 distinct stages, the first Stage 1, the Post-graduate Certificate in Leadership, focuses on developing the programme member's individual knowledge and understanding of leadership concepts and their personal leadership.

The second Stage 2, the Post-graduate Diploma in Leadership focuses on Developing Leadership in the context of the programme member as leader in relationship to the team.

The third and final Stage 3 completes the MA Leadership with focus on the leader developing leadership in their organisation, and undertaking a leadership study or dissertation within their organisation.

Transferable skills
The Henley MA Leadership is intended for the practising manager and leader, either currently in a leadership position or in a managerial role that has significant leadership responsibilities, who wishes to have an intensive learning experience whilst remaining in their current employment.

The Henley MA Leadership is structured to allow participants to continue working in full-time employment while studying and to connect their learning to their own organisation as well as to current global and organisational issues. Over the 24 month schedule of programme activities, there are opportunities to apply the learning from the programme into the Programme Member's own organisation. Members also develop their own areas of interest and expertise in the elective options and the Leadership Study project and will focus on integrating their learning into their own personal leadership development.

Programme content

Stage	Module Code	Module Title	Credits	Level
1		***Developing Yourself as a Leader***		
1	MQM1LDC	*Leadership Concepts*	20	7
1	MQM1PLD	*Personal Leadership Development*	20	7
1	MQM1EM	*Elective Option 1**	20	7
2		***Developing Leadership of the Team***		
2	MQM2RL	*Responsible Leadership*	20	7
2	MQM2PROJ	*Practice-based Leadership Project*	20	7
2	MQM2EM	*Elective Option 2**	20	7
3		***Developing Leadership in the Organisation***		
3	MQM3DLO	*Developing Leadership in Others*	20	7
3	MQM3DISS	*Leadership Study / Dissertation*	40	7

*indicate those modules with elective choices

All modules are compulsory, but both Stage 1 and Stage 2 include one module where there are elective choices, to provide the opportunity for programme members to engage in deeper study of specific topics and contexts personal to them but within the overall subject area.

Elective Modules
A range of elective module options are offered, and these are updated as required.

Further electives may be developed to meet specific corporate, regional and organisation requirements, subject to standard academic approval procedures.

Part-time arrangements

The Henley MA Leadership programme has workshops scheduled over a period of approximately 24 months with programme members having a registration period of 36 months within which to complete the programme. Members are enrolled within intakes consisting of a blend of individual and group self-study activities and face-to-face workshops. Each intake is built around a schedule of workshop dates, assignment due dates and project assignments. Within the overall registration period and the scheduled assignment deadlines, there is flexibility to complete assignments and projects at different rates. The specific contact time typically reflects that shown in Appendix 1.

Progression requirements

Programme members must pass each module with a minimum mark of 50%. All modules are regarded as being of special significance. Progression is managed by the Programme Managers and Administrators and by the encouragement of personal tutors and peer learning teams. A programme member may be withdrawn due to lack of progression, which is at the discretion of the Programme Director. Programme members who fail to achieve a 50% pass mark are permitted one resubmission per module which must be taken within 6 months. Requests for extensions are based on provision of evidence for extenuating circumstances. Resubmissions are capped at 50% at module level. The Examinations and Assessments Office advise programme members when a resubmission is required and policy regarding timing. If a programme member does not resubmit within 6 months of the first assessment, without an agreed extenuating circumstance, a mark of zero is awarded for that assessment. Programme members who fail to achieve a 50% pass mark on a module that is assessed via multiple modes of assessment are re-assessed by a single mode of assessment. Where a presentation forms part of the original assessment, the single mode of re-assessment shall be the individual written report.

Assessment and Classification

The following form the options used for assessment in the MA Leadership:

- Individual assignments for all core modules, which may cover single subject areas or integrate two or more subject areas. Individual subject assignments are typically between 3,000 and 5,000 words in length.
- Practical project assignments are assessed by individual project proposals, presentations and reflective learning assignments.
- A Leadership Study / Dissertation, which is an individual research project (15,000 words) most often undertaken within the Programme Member's own organisation. The Leadership Research Methods module is an integral part of this project and leads to the development of a mandatory proposal for the Leadership Study.
- Personal Leadership Development – formative with a required assessment involving personal development planning and review as well as reflections on learning

Assessment of knowledge and understanding outcomes and behavioural skills is achieved via both summative and formative assessment and additionally through the personal leadership development process that accompanies the academic learning journey.

The assessment of personal leadership development is formative in nature and is a required submission at Stage 1, and included in other submissions at Stage 2 and Stage 3. Programme Members complete personal development plans, reviews and reflections on their learning. Personal Tutors provide developmental assistance and feedback to programme members.

This Masters programme has an approach to teaching and learning that is appropriate to a part-time mode of study, whilst reflecting the distinctive emphasis of Henley Business School programmes.

Methods typically associated with learning transmission:
- Lectures and presentations: face to face or on-line with digital support materials
- Self-study: directed and self-directed, on-line using web-based resources or with electronic or paper-based materials

Methods associated with transactional or transformational approaches to learning:
- Research
- Collaborative learning
- Case studies
- Project-based learning
- Coaching
- Action Learning
- Work-based learning

Attendance at the teaching workshops is mandatory. This regular teaching programme is the backbone of the learning process for the Henley MA Leadership whilst also providing a supportive atmosphere for the working leader and manager. On-line learning resources extend the workshop interaction, providing resources that outline core theory and content or provide supplementary activities to embed learning. Text based resources are interspersed with multi-media materials containing video and audio files that include case examples from industry and individual organisations. On-line resources are made available at the start of a module. To get full value from face-to-face events, participants are expected to familiarise themselves with the relevant study material before attending face-to-face workshops. In addition there are further suggestions for directed and self-directed study after workshops and in tutor-monitored on-line discussion forums.

For Masters Degrees
To pass the MA Leadership, programme members must gain a mark of 50% or more in all assessments.

Programme members who register for the full MA Leadership, may exit Stage 1 with a Postgraduate Certificate in Leadership and/or Stage 2 with a Postgraduate Diploma in Leadership, subject to successful completion of all relevant assessments.

Programme members who have previously been awarded the Post-graduate Certificate in Leadership, can apply to continue with either the Post-graduate Diploma in Leadership or the MA Leadership.

Programme members who have previously been awarded the Post-graduate Diploma in Leadership, can apply to continue with the MA Leadership.

An overall average of 50 to 59% is classified as a *Pass*, 60 to 69% as a *Merit* and 70% and above as a *Distinction*.

Admission requirements
To qualify for entry to the programme, applicants must fulfil the core requirements outlined below:

- Hold a 2.1 or higher degree from a British University, or its equivalent and have at least three years' management experience OR
- Applicants without a first degree from a British University, or its equivalent, may be accepted onto the MA programme subject to at least 5 years management experience and at the discretion of the Programme Director

Under the category of equivalent qualifications are degrees from recognised international universities and a number of professional/vocational qualifications.

Management experience will be evidenced by at least three out of the following list of seven types of managerial activity (not in any order of priority):

1. A demonstrable involvement in shaping managerial decisions that affect events beyond standard operational activities.
2. A responsibility for co-ordinating the work of others in a team.
3. A responsibility for meeting financial targets that rely on the efforts of more than one person.
4. A requirement to structure and order one's own work activities over a period of more than one month to solve problems and deliver results.
5. A defined responsibility for improving the performance of people, processes or technology.
6. A role that primarily achieves results through influencing others rather than through direct authority.
7. An experience of working internationally or of relevant multi-cultural exposure.

Candidates whose first language is not English must normally pass one of a number of prescribed English Language tests, and achieve equivalent to IELTS overall score of 7.0, with no element less than 6.5, and writing at 7.0. For further details, please refer to www.henley.ac.uk/pgentryrequirements

Applications from candidates who do not meet the normal entry qualifications go before an Admissions Panel. In such cases the Admissions Panel consider all of the relevant evidence including the applicant's role, responsibilities, qualifications, career progression, references and the overall quality of the application. All such 'non-standard' applicants, whom the Admission Panel permits to be registered on the programme, are so identified as to enable their academic progress to be specifically monitored.

Permitted exemptions are shown at Appendix 2. Requests for exemptions are only considered at the time of application to join the programme.

Admissions Tutor: The Programme Director is responsible for admissions.

Support for students and their learning

The online Academic Resource Centre provides remote access to a wide range of items, including business and management databases, reading lists, the Academic Resource Centre catalogue, online dissertations and other resources. IT resources in the Library are enhanced by the IT resources across the university campus.

There is also the virtual learning environment supporting students studying on the Henley MA Leadership programme. It is designed to allow programme members to work both together and as individuals in a single online workspace, and contains programme learning materials, as well as links to materials within the Learning Resource Centre.

Pastoral care is provided from several sources including the Programme Manager and Personal Tutors. Each student is allocated a Personal Tutor, who has a number of roles including the provision of pastoral support to help them overcome any personal obstacles they encounter in the learning process, typically around work–life balance issues. Personal tutors also support the Personal Leadership Development element of the programme. In addition students are able, where necessary, to access some of the support services of the wider University of Reading, such as the Disability Officer.

Programme members are allocated individual supervisors for their Stage 3 leadership study / dissertation from a small group of specialist leadership project supervisors who may be based in the UK or Malaysia. In addition, they join small research project teams with other members of the cohort studying similar topics and projects.

Career prospects
Programme Members on the MA Leadership programme typically remain in employment for the duration of the programme. Career guidance is available at Henley Business School, but Programme Members who are sponsored by their employer must obtain permission before taking advantage of this service.

Opportunities for study abroad or for placements
There are no formal arrangements in place for studying abroad, but practical leadership projects may be offered in international locations, at the discretion of supporting organisations. No opportunity for placement.

Educational aims of the programme
The programme aims to provide the Programme Member with the opportunity to develop a thorough understanding of the theory and practice of leadership in organisations across a range of contexts including profit-based business, not-for-profit organisations, government and public sector. The specific programme outcomes are presented below.

Registration
Registration is initially for 36 months, but further time may be available at the discretion of the Programme Director.

Programme Outcomes

The philosophy of this programme is grounded in the view that leadership is complex and contextual and there is no one simple, single model or answer to leadership challenges. The programme members are encouraged to explore classical, current and emerging leadership theory, models and concepts and develop a critical approach to both theory and practice. A core component of the programme is putting leadership knowledge into practice and the programme offers a range of opportunities for programme members to practise, develop and reflect on their leadership skills, with particular attention to ethical, responsible and purposeful leadership.

The programme acknowledges the differences in programme member's leadership context and has provided flexibility through the choice of electives and pathways at Stage 1 and Stage 2, as well as the need for people to study the programme in stages, with the option of initially registering for **Post-graduate Certificate and Post-graduate Diploma awards.**

This programme has been designed in 3 distinct stages, the first Stage 1, the Post-graduate Certificate in Leadership, focuses on developing the programme member's individual knowledge and understanding of leadership concepts and their personal leadership.

The second Stage 2, the Post-graduate Diploma in Leadership focuses on Developing Leadership in the context of the programme member as leader in relationship to the team.

The third and final Stage 3 completes the MA with focus on the leader developing leadership in their organisation, and undertaking a leadership project and dissertation within their organisation.

Stage 1	Knowledge and Understanding	Teaching/learning methods and strategies
	The impact of context on leadership in organisations including the historical development and purpose of organisations; legal, ethical, economic, environmental, social and technological change issues; international developments; corporate governance **The role of the leader in organisations**; leadership roles and styles; leading and implementing major change; key challenges of ethical and responsible leadership, including the leadership and development of other people in an organisation **The key concepts of leadership**, including: - Historical and traditional models of leadership - Sociological perspectives: e.g. Organisation and Strategic Leadership, Distributed Leadership - Political and philosophical perspectives: e.g. Political leadership, Power, Ethics - Psychological perspectives: e.g. Transformational leadership, Contingency theories - Emerging perspectives; e.g. Complexity leadership, Followership, Spiritual leadership, Virtual leadership, Project Leadership - Introduction to Governance, Ethical and Responsible leaderships **Introduction to the principles and applications of a range of research methods/techniques**, both qualitative, quantitative and mixed methods, and an understanding of their strengths and limitations for providing information and evaluating options in an organisational environment	**Methods typically associated with learning transmission:** Lectures and presentations: face to face or online with digital support materials Self-study: directed and self-directed, online using web-based resources or paper-based materials **Methods associated with transactional or transformational approaches to learning**: - Research - Collaborative learning - Case studies - Action Learning - Work-based learning **Assessment** Each module contains an element of subject-specific knowledge and understanding. Please see Appendix 1 for a summary of the assessments pertaining to each module
Stage 2	**As above with the following additional components**	
	Responsible Leadership Application of Research Methods and techniques for Action Research	Project-based learning using action research
Stage 3	**As above with the following additional components**	
	Developing Leadership in Others Detailed study of the principles and applications of a range of research methods/techniques, both qualitative, quantitative and mixed methods, and an understanding of their strengths and limitations for providing information and evaluating options in an organisational environment	Investigation and Application of Research Methods and techniques for Dissertation/ Leadership Study

Stage 1	Cognitive and Intellectual Skills	Teaching/learning methods and strategies
	Numeracy and business research skills: including the use of models of business situations and ability to conduct research into business and leadership issues. **Analytical and critical thought**: with critical awareness can undertake analysis of incomplete or contradictory areas of knowledge communicating the outcome effectively **Synthesis**: with critical awareness can synthesise information in a manner that may be innovative, utilising knowledge or processes from the forefront of the discipline of leadership and practice	**Methods typically associated with learning transmission:** Lectures and presentations: face to face or online with digital support materials Self-study: directed and self-directed, online using web-based resources or paper-based materials **Methods associated with transactional or transformational approaches to learning:** • Research • Collaborative learning • Case studies • Action Learning • Work-based learning **Assessment** Each module contains an element of building intellectual skills, with the Practice-based project and Leadership Study / Dissertation being a critical assessment of skills related to synthesis and analysis. Please see Appendix 1 for a summary of the assessments pertaining to each module.
Stage 2	**As above with the following additional components**	
	Addressing increasingly complex problem contextualisation	Project-based learning using action research
Stage 3	**As above with the following additional components**	
	Addressing ever increasing complexity in the organisational environment Conduction business research with reducing levels of supervision	Investigation and Application of Research Methods and techniques for Dissertation/ Leadership Study

Stage 1	Practical / Behavioural Skills	Teaching/learning methods and strategies
	Work collaboratively and effectively in a group: both as a team member and leader, clarifying tasks, recognising and making best use of the capabilities and contributions of others, to gain maximum group performance, team selection, delegation, development and management, handling conflict with confidence, sensitivity to the value of diversity **Demonstrate self-awareness and evaluation**: is an independent and self-critical learner, aware of their impact on others and is reflective on own and others' functioning in order to improve practice and continuing professional development **Learning**: is able to use the full range of learning resources and learns through reflection on practice and experience in both face-to-face and virtual learning contexts **Leadership and communication:** listening, negotiating and persuading or influencing others; oral and written communication, using a range of media, including the preparation of business reports, in academic and professional environments with a range of specialists and people at different levels of the organisations	**Methods typically associated with learning transmission:** Lectures and presentations: face to face or online with digital support materials Self-study: directed and self-directed, online using web-based resources or paper-based materials. **Methods associated with transactional or transformational approaches to learning:** • Collaborative learning • Case studies • Coaching • Action Learning • Work-based learning Over the course of the programme, face-to-face learning events directed at practical skills use a mix of the following active learning techniques: • Social processes • Team-based and individual problem solving • Case study analyses • Inquiry and problem-based learning • Use of the on-line learning environment • Organisation based consultancy style assignments • Personal reflection *Assessment* Each module contains an element of building practical skills, and in particular the personal development module focuses on a variety of such skills. Please see Appendix 1 for a summary of the assessments pertaining to each module.

Stage 2	**As above with the following additional components**	
	Addressing increasingly complex problem contextualisation and additional presentation skills	Organisation based consultancy style project assignments
Stage 3	**As above with the following additional components**	
	Addressing ever increasing complexity in the organisational environment and additional coaching and facilitation skills Conducting business research with reducing levels of supervision	Investigation, Research and Application of Research Methods and techniques for Dissertation/ Leadership Study

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 each 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.

Appendix 1
Detailed Outline of Study Hours, Contact Days and Assessments

	Programme Element	Study hours	Contact Days (Workshops)	Weighting In Stage %	Assessment Requirement
Stage 1 – PG Cert	Leadership Concepts	200	3	33	Individual Report (5,000 words)
	Personal Leadership Development	200	3	33	Individual Report (5,000 words)
	Elective Module 1	200	2	33	Individual Report (5,000 words)
	Total for Stage 1	**600**	**8**	**100**	

	Programme Element	Study hours	Contact Days (Workshops)	Weighting In Stage %	Assessment Requirement
Stage 2 – PG Dip	Responsible Leadership	200	2.5	33	Presentation & Individual Report (3000 words)
	Practice-based Leadership Project	200	3.5	33	Presentation & Project Report (3000 words)
	Elective Module 2	200	2	33	Individual Report (5,000 words)
	Total for Stage 2	**600**	**8**	**100**	

	Programme Element	Study hours	Contact Days (Workshops)	Weighting In Stage %	Assessment Requirement
	Leadership of Others	200	2	33	Individual Report (5,000 words)
	Leadership Study / Dissertation	400	4	67	Individual Report – project proposal (1,500 words) Final Submission includes: 1. Individual Report (12,000 words) & 2. Individual Learning Reflection (3,000 words)
	Total for Stage 3	**600**	**6**	**100**	

Total for Programme	**1,800**	**22**	

Appendix 2

Exemptions

Those who have successfully completed the Henley Business School Professional Certificate in Facilitation, Coaching or Change Management, (each 30 credits at level 7) or those that have completed Leadership & Change module on Henley MBA (10 credits) will be given exemption from the Module Elective (20 credits) at Stage 1.

Requests for exemptions are only considered at the time of application to join the programme.

When granted, applicants need not submit the individual assignment for that subject. No fee reduction will be made.

Those who are progressing through the programme in stages will be given exemption for successfully completing Post-graduate Certificate in Leadership and/or Post-graduate Diploma in Leadership, up to 5 years after the award.