

**For students entering in June 2019**

**This document sets out important information about your Programme and forms part of your Terms and Conditions with the University of Reading.**

Awarding Institution	University of Reading
Teaching Institution	University of Reading
Length of Programme	8 months with a 16month registration period
Accreditation	AACSB, EQUIS
Programme Start Dates	June

### **Programme information and content**

The Postgraduate Certificate (PGCert) in Board Practice and Directorship is a postgraduate, post experience qualification programme that aims:

- To provide participants with knowledge and understanding concerning director and board performance, contribution, and development.

The governance and strategic oversight of the organisation shapes the quality of stewardship provided by the Board. Facing continuous market pressures spawned by globalisation, the demand for environmental protection, the impact of disruptive technologies, new regulations and security require directors and their Boards to make judgements, investment and innovation choices while handling risks and uncertainty.

Under such circumstances realising consensus concerning which challenges to address and how risks should be confronted requires directors to be aligned on the strategic choices that need to be made and how these should be executed. Directors need to balance adaptability with the discipline to follow through while being attentive to details and in meeting short term demands. Thus to effectively engage and draw together, misaligned interests, directors need to consider the following questions:

- How does the Board director add value?
- Are Board directors sufficiently adaptable and yet resilient to meet the challenges they and the Board face?
- What is the role and contribution of the Board?
- What are each director's strengths and weaknesses and thus where should development focus?
- How should each director and the Board multitask and effectively collaborate?
- How effective is the Board in addressing the governance challenges facing the organisation?
- Is the Board respected by internal and external stakeholders?

Research clearly shows that due to market and socio-political pressures each Board is unique as is the organisation it supports in the pursuit of competitive advantage and the delivery of value to constituents in a sustainable manner. Thus, this Post-Graduate Certificate is informed by the results of global research which pin-point the nature of effective Board dynamics enabling the realising of consensus on decisions made and how to be disciplined in follow through on

decisions reached. In effect, this programme focuses on the reality of the performance of directors and their Board and how such contribution can be continually improved.

The programme objectives are,

- 1) To critically evaluate the characteristics of director and board performance and contribution.
- 2) To realise how to effectively engage and reach consensus on critical issues in order to support and enable the organisation to meet its objectives.
- 3) To realise how challenging is reaching consensus over longer term considerations and be fully aligned on strategy execution.

### **Module information**

The programme comprises of 60 credits, allocated across a range of compulsory modules.

#### **Compulsory Modules:**

<b>Module</b>	<b>Name</b>	<b>Credits</b>	<b>Level</b>
MQM1BDE	Building Board and Director Effectiveness	20	M
MQM1IRG	Investor Relations, Governance, and Innovation	20	M
MQM1HRB	Handling Risks at Board Level	20	M

#### **Part-time or flexible modular arrangements**

The Postgraduate Certificate is delivered as a part-time modular course.

### **Additional costs of the programme**

N/A

#### **Optional modules:**

There are no optional modules on this programme.

### **Placement opportunities**

N/A

### **Teaching and learning delivery:**

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
- Research
- Collaborative learning
- Case studies

- Engagement with an expert panel
- Set exercises
- Question and answers (oral and written)
- Workshops and group activities
- Problem solving
- One-to-one interviews
- Assignments
- Personal diary logs

Total study hours for your programme will be 600 hours. Average contact time for a typical set of modules on this programme is 70 hours which will include six full workshop days. In addition to your scheduled contact hours, you will be expected to pursue a guided independent study. Information about module contact hours and the amount of independent study which a student is normally expected to undertake for a module is indicated in the relevant module description.

### **Accreditation details**

Henley Business School is accredited by AACSB and EQUIS.

### **Assessment**

Each of the modules is assessed by an individual assignment and case-study analysis.

### **Progression**

#### **Part-time and modular progression requirements**

The pass mark for all assessments is 50%. Programme members who fail an assessment will be able to resubmit the assessment, no later than six months from the first assessment. The mark for any resubmission will be capped at 50%.

If a programme participant does not re-submit within six months of the first assessment the mark for that assessment will be awarded as zero. Students must pass all the modules they participate in.

### **Classification**

The University's taught postgraduate marks 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 PG Certificate*

To qualify for a **Postgraduate Certificate**, students must

- gain an overall average of 50 or more over 60 credits; and
- students must not have any mark below 50.