

Programme Specification

MA Leadership

For students entering in the academic year
2019/20

PATZLEADMDBM/PPTZLEADERHM

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

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|-----------------------|--|
| Awarding Institution | University of Reading |
| Teaching Institution | University of Reading |
| Length of Programme | 24 months with 36 months registration period |
| Accreditation | AACSB, EQUIS |
| Programme Start Dates | Various dates throughout the academic year |

Programme information and content

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.

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

The second, Stage 2, 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.

Module information

The programme comprises of 180 credits, allocated across a range of compulsory and optional modules. Compulsory modules are listed.

Compulsory Modules:

| Module | Name | Credits | Level |
|---------------|-----------------------------------|----------------|--------------|
| MQM1LDC | Leadership Concepts | 20 | 7 |
| MQM1PLD | Personal Leadership Development | 20 | 7 |
| MQM2RL | Responsible Leadership | 20 | 7 |
| MQM2PROJ | Practice-based Leadership Project | 20 | 7 |
| MQM3DLO | Developing Leadership in Others | 20 | 7 |
| MQM3DISS | Leadership Study/Dissertation | 40 | 7 |

Compulsory text:

Both Stage 1 and Stage 2 also 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.

Part-time or flexible modular 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.

Additional costs of the programme

There are core textbooks / e-books provided and students are encouraged to discuss the purchase of textbooks or other resources with the module convenor before purchasing. Some books may be available second-hand, which will reduce costs.

A range of resources to support your curriculum, including textbooks, electronic resources and computer facilities, are available through the Central Library and the Business School Academic Resource Centre.

Printing and photocopying facilities are available on campus at a cost per A4 page of £0.05 (black and white) and £0.30 (colour). Essential costs in this area will be low as most coursework is submitted electronically. Costs are indicative and may vary according to optional modules chosen and are subject to inflation and other price fluctuations.

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The estimates were calculated in 2018.

Optional modules:

The optional modules available can vary from year to year. An indicative list of the range of optional modules for your Programme is set out in the Further Programme Information. Details of any additional costs associated with the optional modules, will be made available to you prior to the beginning of the programme. Entry to optional modules will be at the discretion of the University and subject to availability. The University tries to ensure you are able to take the optional modules in which you have expressed interest but this cannot be guaranteed.

Placement opportunities

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.

Teaching and learning delivery:

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.

Total study hours for your programme will be 1800 hours. The contact hours for your programme will depend upon your module combination; an average for a typical set of modules on this programme is 22 days. In addition to your scheduled contact hours, you will be expected to undertake 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

AACSB, EQUIS

Assessment

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 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. Academic Tutors provide developmental assistance and feedback to programme members.

Progression

Part-time and modular progression requirements

None

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 Masters Degree

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

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*.