

## Programme Specification

PGDip Leadership (post-DAS registration)

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**For students entering in 2023/24**

**This document sets out key 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   | PGDip Leadership (post-DAS registration) - 21 months   |
| Accreditation         | <b>Level 7 SLA:</b> The approved End-Point Assessment organisations for the Level 7 SLA: Chartered Management Institute (CMI) / Institute for Leadership and Management.<br><br>AACSB, EQUIS |
| Programme Start Dates | Multiple throughout the academic year  |

### Programme information and content

The Postgraduate Diploma (PG Dip.) in Leadership can only be achieved via successful completion of the Senior Leader Apprenticeship Leadership (SLALDR) programme, and is awarded on condition of passing the post SLA programme academic evaluation of all assessment completed on the SLALDR.

The Postgraduate Diploma (PG Dip.) in Leadership is aimed at experienced leaders and senior managers who are in roles with some leadership responsibilities. We acknowledge that today many people work in organisations with shared and distributed leadership structures, and that people may lead projects, initiatives, and departments, as well as those in more hierarchic organisations.

This programme will be attractive to people who are already leaders in their organisations, who wish to enhance their understanding of leadership and develop their leadership skills. This programme should help people to move into senior leadership roles.

The PG Dip. in Leadership has a clear focus on the application of learning in the workplace. This application of new learning will enable learners to enhance their leadership practice and potentially bring about change in their organisations, while building on their confidence and competence as leaders.

The PG Dip. in Leadership aims to prepare learners for senior leadership positions by enabling them to:

1. Develop a holistic and integrated perspective of leadership concepts, leadership practice, and the context of leadership along with significant workplace application.
2. Develop knowledge and understanding of the complexity of leadership in today's organisations and the capability to lead their teams in this uncertain environment.
3. Develop knowledge and understanding of inclusive and responsible leadership, where individual leaders develop self-awareness, integrity and responsibility to others.
4. Develop knowledge and understanding of strategic leadership and the intellectual skills to lead change in the organisation.
5. Develop knowledge and understanding of financial strategies and the ability to lead these strategies successfully
6. Engage in critical analysis of both leadership theory and practice
7. Develop leadership capabilities through continuous learning and personal reflection.

The route to achieving the PG Dip. in Leadership is via successful completion of the End Point Assessment (EPA) of Level 7 Senior Leader Apprenticeship- Leadership programme, followed by an end-of-programme assessment, in which the learner's body of work will be academically validated.

The PG Dip. in Leadership is designed to enable learners to gain the required knowledge, skills, and behaviours to achieve this over the course of approximately 21 months (including EPA and end-of-programme assessment). Knowledge and skills are achieved by studying content from across a number of modules along with knowledge application and learning in the workplace.

The programme has been designed to enable learners to achieve the SLA standard as well as the requirements for the Henley PG Diploma in Leadership. As such, the programme comprises the following stages, which address the set of SLA standards:

#### Stage 1 (approx. 8 months) – Developing Individual Leadership

- Foundations of Leadership
- Leading Personal Transformation
- Leading Change & Complexity

## Stage 2 (approx. 8 months) – Leading the Organisation

- Strategic Leadership and Innovation
- Inclusive Leadership
- Finance for Leaders

## End-Point Assessment (approx. 5 months)

- Evidence Portfolio
- Strategic Business Proposal

### **Module information**

Students must complete a work-based project for each module. In addition, the student must pass an End-Point Assessment (EPA), comprising an Evidence Portfolio and final Strategic Business Proposal.

The learner is required to evidence knowledge, skills and behaviours across all Apprenticeship Standards and must pass the EPA to achieve the level 7 SLA award. All modules are therefore compulsory.

Module content will be made available to learners on Canvas, their virtual learning platform.

Each module requires 100, 150 or 200 learning hours, and therefore has equivalence to a 10, 15 or 20 credits respectively. The L7 SLA therefore has equivalence to 120 credits.

On successful completion of the Level 7 SLA, the learner submits the seven work-based projects for academic verification assessment, and the award of credits. Achievement of the L7 SLA(LDR) programme learning outcomes, through the learning and application of leadership knowledge in the workplace and the body of work completed, is considered to have equivalence in terms of learning and experience to 120 credits. (See ‘Assessment’ section, below, for further details on assessment.)

If all seven projects are deemed to have achieved a ‘Pass’ (achieved a minimum mark of 50%) the learner will then be awarded the PG Dip. in Leadership. (See ‘Assessment’ section, below, for further details on assessment.)

### **Compulsory modules**

| <b>Module</b> | <b>Name</b>                         | <b>Credits</b> | <b>Level</b> |
|---------------|-------------------------------------|----------------|--------------|
| MNM3SBP       | Strategic Business Proposal         | 15             | M            |
| MQM1FLP       | Foundations of Leadership           | 20             | M            |
| MQM1LCH       | Leadership in Complexity and Change | 20             | M            |
| MQM1LPT       | Leading Personal Transformation     | 20             | M            |
| MQM2FFL       | Finance for Leaders                 | 10             | M            |
| MQM2ILP       | Inclusive Leadership                | 20             | M            |
| MQM2SLI       | Strategic Leadership & Innovation   | 15             | M            |

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

The PG Dip. in Leadership is a part-time programme designed for learners who are in employment. Learners will study relevant content, applying their learning in the workplace throughout the programme, in order to gain the required knowledge, skills and behaviours to achieve the programme learning outcomes.

Learners will receive guidance on implementing learning in the workplace from Henley Faculty and Learning Coaches and Apprenticeship Tutors and will select topics for the work-based projects in liaison with their employer/line manager.

Learners are enrolled within cohorts and are expected to use a blend of online activities and individual, group and self-study methods, including workshops and action learning sets. Within overall registration, there is flexibility to complete work-based projects at different rates.

### **Support for students and their learning**

University support for students and their learning falls into two categories.

Learning support is provided by a wide array of services across the University, including: the University Library, the Careers, Placement and Experience Centre (CPEC), In-sessional English Support Programme, the Study Advice and Mathematics Support Centre teams, IT Services and the Student Access to Independent Learning (S@il) computer-based teaching and learning facilities. There are language laboratory facilities for those taking modules offered by the Institution-wide Language Programme.

Student guidance and welfare support is provided by Apprenticeship Tutors, School Senior Tutors, the Students' Union, the Medical Practice and advisers in the Student Services Centre. The Student Services Centre is housed in the Carrington Building and offers advice on accommodation, careers, disability, finance, and wellbeing.

### **Career Prospects**

Academic issues: 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 and runs workshops and seminars on a range of topics. For more information see [www.reading.ac.uk/student](http://www.reading.ac.uk/student)

Successful completion of the PG Dip. In Leadership should enhance learners' potential to progress in their career.

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

Students are not required to purchase any textbooks. A range of resources to support the curriculum, including e-books and other electronic resources are available through the VLE, Canvas.

Any additional printed materials required by the learner will be at their own expense.

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 work-based projects will be submitted electronically. Costs are indicative and are subject to inflation and other price fluctuations.

Students are expected to fund any travel costs to attend the one day workshops including any overnight accommodation as required.

### **Optional modules**

### **Placement opportunities**

This programme does not contain an option for an integral work placement as programme members will be in relevant employment

### **Study abroad opportunities**

International Study Visits are not offered on this programme.

### **Teaching and learning delivery**

The PG Dip. in Leadership is completed in a 21-month period (approximately - allowing for variance in the end-of-programme assessment duration) and comprises a combination of independent and group-based study, virtual tutor support (with access to an online Q&A moderator on Canvas), action learning, workshops, additional scheduled contact time with a learning coach and regular meetings with the Apprenticeship Tutor and Learning Coach.

To get full value from workshops, learners are expected to familiarise themselves with the relevant study material before attending. Regular attendance at workshops and engagement with the facilitated virtual learning is expected since they are the backbone of the

collaborative learning process whilst also providing a supportive atmosphere for the working leader / senior manager.

Total study hours for the programme are 1200 hours. In addition to the scheduled contact hours, learners will be expected to undertake guided independent study. Information about module contact hours and the amount of independent study which a learner is normally expected to undertake for a module is indicated in the relevant module description.

The programme is designed to help learners develop their leadership knowledge and competencies. It enables them to improve their effectiveness and maximise their contribution to an organisation whilst also helping them to achieve their career potential. Learners on the programme are encouraged to think critically about leadership.

The programme learning resources on Canvas outline core theory and content and provide activities to embed learning. Text based resources are interspersed with multi-media materials containing video and audio files with discussions, lectures and case examples from industry and individual organisations.

The programme is delivered in a format that is based around a learning journey which enables learners to address leadership challenges across different aspects of the organisation. The programme provides the opportunity to integrate learning relating to the development of leadership in a changing world, ensuring inclusive and responsible leadership, and leading through stakeholder relationships. The purpose for the learner is to enhance leadership practice in the workplace.

Personal Leadership Development is integral to the programme and is included in the 'Leading Personal Transformation' module and supported through action learning sets throughout the programme, enabling learners to apply the behaviours, as specified in the SLA Apprenticeship Standard.

### **End-Point Assessment**

- **Evidence Portfolio:** this will be built up over the course of the programme, and will consist of artefacts developed during completion of the work-based projects (e.g. meeting minutes, project recommendations, implementation plan, witness statements etc, as well as the work-based projects themselves.)
- **Strategic Business Proposal:** this will address all learning outcomes required for this element of the L7 SLA end-point assessment, based on knowledge, skills and behaviours acquired throughout the programme.

Total study hours for the programme will be approximately 1200 hours. The contact hours for this programme will be:

| <b>Activity</b>  | <b>Total (Hours)</b> |
|--|----------------------|
| Face-to-Face Workshops/Sessions: 10 hours per module, and Study Skills | 90                   |
| Additional interactions with Learning Coaches via online Q&A area      | 14                   |
| Interactions with Apprenticeship Tutor                                 | 16                   |
| <b>Total Contact Hours for the programme</b>                           | <b>120</b>           |

In addition to the contact hours, learners will be expected to undertake guided independent study.

| <b>Accreditation details</b>   |
|--|
| <b>Level 7 SLA:</b> The approved End-Point Assessment organisations for the Level 7 SLA: Chartered Management Institute (CMI) / Institute for Leadership and Management. |
| AACSB, EQUIS   |

| <b>Assessment</b>  |
|--|
| <ul style="list-style-type: none"> <li>• A work-based project is completed and submitted at the end of each module following the focal sprint assignment brief. The Learning Coach facilitating the focal sprint will undertake formative assessment of the submitted project indicating areas requiring further development as well as a provisional mark subject to the level of achievement of learning outcomes. The student will have multiple opportunities to revise the project until it is deemed to have achieved an equivalent mark of 50%, or the student's own aspired quality level, if higher than 50%. This will enable the student to continue to develop their knowledge and skills as they progress through the programme and integrate their knowledge.</li> <li>• To achieve the L7 SLA award, formal assessment is conducted via the approved End-Point Assessment (EPA) organisation, where the learner's Evidence Portfolio and Strategic Business Proposal will be examined. Learners will collect evidence of knowledge, skills and behaviours as they progress through each of the modules.</li> <li>• Following completion of the Live Assessment with CMI, the student will submit all seven work-based projects (their body of work for the programme) to Henley for academic evaluation. At this point, the provisional mark awarded for each work-based project will be validated or moderated. Each project will be given a grade following a standard marking policy equivalent to that applied on the MA Leadership. Note a separate fee will be charged for this validation process.</li> <li>• Students will be required to achieve a minimum mark of 50% in each project. In case of a fail (mark &lt;50%) the student is allowed one resubmission per sprint (as per the standard rules on the MA Leadership programme).</li> </ul> |

- Resubmissions will be capped at 50% at module level. Programme Management will advise students when a resubmission is required and policy regarding timing. The normal procedure on extenuating circumstances will apply to those seeking an extension for a resubmission. If a student does not resubmit within the specified time from the first assessment without an agreed extenuating circumstance a mark of zero will be awarded for that assessment.

## **Progression**

### **Classification**

#### **Programme awards:**

- Students that successfully pass the L7 Senior Leader Apprenticeship End Point Assessment will be awarded the L7 Senior Leader Apprenticeship Certificate.
- Students that are awarded the L7 Senior Leader Apprenticeship Certificate and successfully pass the end-of-programme assessment of all 7 modules (equivalent to 120 credits) will be awarded the Henley Postgraduate Diploma in Leadership;
- Students that are awarded the L7 Senior Leader Apprenticeship Certificate and successfully pass the end-of-programme assessment of modules with a minimum total credit-weighting of 60 credits will be awarded the Henley Postgraduate Certificate in Leadership

### **Classification**

L7 SLA End-Point Assessment: students may be awarded a classification of Fail, Pass or Distinction.

Postgraduate Diploma in Leadership: students may be awarded a classification of Fail, Pass, Merit or Distinction.

#### **Possible entry to the Henley MA Leadership programme**

Achievement of the Henley Postgraduate Diploma in Leadership provides the opportunity for participants to apply to join Stage 3 of the Henley MA Leadership.

**For further information about your Programme please refer to the Programme Handbook and the relevant module descriptions, which are available at <http://www.reading.ac.uk/module/>. The Programme Handbook and the relevant module descriptions do not form part of your Terms and Conditions with the University of Reading.**



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21 June 2023  
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