

## Programme Specification

Senior Leader Apprenticeship (Leadership) (DAS Corporate: Open) PATZLEADZZBA

For students entering in 2024/25

**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	Senior Leader Apprenticeship (Leadership) (DAS Corporate: Open) - 21 months
Accreditation	Level 7 SLA: The approved End-Point Assessment organisations for the Level 7 SLA: Chartered Management Institute (CMI) / Institute for Leadership and Management.  Association to Advance Collegiate Schools of Business (AACSB)  EFMD Quality Improvement System (EQUIS)
Programme Start Dates	Multiple throughout the academic year
QAA Subject Benchmarking Group	Masters Degree in Leadership

### Programme information and content

The Senior Leader Apprenticeship- 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 SLA-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 SLA- 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 from the Henley MA Leadership programme along with knowledge application and learning in the workplace.

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
- Leadership in Complexity and Change

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

**Programme Learning Outcomes**

-Senior Leader Apprenticeship (Leadership) (DAS Corporate: Open)

During the course of the Programme, you will have the opportunity to develop a range of skills, knowledge and attributes (known as learning outcomes) For this programme, these are:

<b>Learning outcomes</b>	
1	Discuss an advanced and interconnected comprehension of leadership principles, which encompass both theoretical and practical dimensions. Synthesise, apply and evaluate these concepts in complex workplace settings.
2	Acquire advanced insights into the complexities of leadership within modern organisations, describing and evaluating your ability to lead your teams in uncertain environments.
3	Formulate and foster your approaches to inclusive and responsible leadership, rationalising the need for individual leaders to cultivate self-awareness, integrity, and a sense of responsibility to others.
4	Critically analyse financial strategies through scenario exploration, modelling, and trend analysis. Strategically apply economic theory to inform decision-making, evaluating financial and non-financial information for your own organisation.
5	Assess the significance and application of self-reflection in learning and personal development. Systematically explore and employ techniques for problem-solving, effective decision-making and managing feedback. Develop and enhance key

	communication skills related to leadership, including precise questioning, active / attentive listening and adept conflict resolution.
6	Initiate opportunities to serve as a sponsor/ambassador, advocating for projects and the transformation of services across organisational boundaries. Critically assess strategies and current operations within your organisation in terms of ethics, responsibility, sustainability, resource allocation, risk management, and business continuity.
7	Critically apply knowledge and skills in evidence-based research in business and management to address a tangible research challenge within the context of a real organisation.
8	Engage in critical thinking through the formulation of relevant questions, challenging assumptions, and meticulous examination of evidence to substantiate your arguments across various business and management disciplines. Effectively communicate your thought-processes with clarity and conciseness.

You will be expected to engage in learning activities to achieve these Programme learning outcomes. Assessment of your modules will reflect these learning outcomes and test how far you have met the requirements for your degree.

To pass the Programme, you will be required to meet the progression or accreditation and award criteria set out below.

### Module information

The programme comprises 120 credits, allocated across a range of compulsory modules as shown below. Compulsory modules are listed.

### Compulsory modules

Module	Name	Credits	Level
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

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 credit respectively. The L7 SLA therefore has equivalence to 120 credits.

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

The SLA - Leadership is designed for learners who are in employment. It is a part-time, flexible programme. 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 a Henley Learning Coach and will select topics for the work-based projects in liaison with their employer/line manager.

Learners are enrolled within intakes and are expected to use a blend of individual, group and self-study methods, including a one-day face-to-face workshop (action learning day) per module.

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.

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)

### **Career Prospects**

Successful completion of the SLA- Leadership should enhance learners' potential to progress in their career.

### **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.

### **Optional modules**

All modules are compulsory

### **Teaching and learning delivery**

The SLA- Leadership is completed in a 21-month period 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.

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 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:

Face-to-Face Workshops/Sessions: 10 hours per module, and Study Skills: TOTAL: 90 hours.

Additional interactions with Learning Coaches via online Q&A area: TOTAL: 14 hours.

Interactions with Apprenticeship Tutor: TOTAL: 16 hours.

Total contact hours for the programme: 120. In addition to the contact hours, learners will be expected to undertake guided independent study.

## Accreditation details

Level 7 SLA: The approved End-Point Assessment organisations for the Level 7 SLA:

Chartered Management Institute (CMI) / Institute for Leadership and Management.

Association to Advance Collegiate Schools of Business (AACSB)

EFMD Quality Improvement System (EQUIS)

## Assessment

- 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.
- 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 Standards.

## Progression

Programme awards:

Students that successfully pass the L7 Senior Leader Apprenticeship End Point Assessment will be awarded the L7 Senior Leader Apprenticeship Certificate.

### Classification

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

## 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.

Costs are indicative and may vary according to optional modules chosen and are subject to inflation and other price fluctuations. The estimates were calculated in 2023.

**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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3 January 2024

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