

Programme Specification

Senior Leader Apprenticeship (Management for Future Leaders) (Corporate - Open) PATZMGFLZZBA

Senior Leader Apprenticeship (Management for Future Leaders) (Cabinet Office) PATZMGFLCBBA

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.

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| Awarding Institution | University of Reading |
| Teaching Institution | University of Reading |
| Length of Programme | Senior Leader Apprenticeship (Management for Future Leaders) (Corporate - Open) - 20 months Senior Leader Apprenticeship (Management for Future Leaders) (Cabinet Office) - 20 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 Degrees in Business and Management |

Programme information and content

The Senior Leader Apprenticeship Future Leaders is aimed at early career professionals who have evidenced potential and have the aspiration to fast-track to positions of senior leadership within their organisations.

Senior Leader Apprenticeship Future Leaders has a clear focus on the application of learning in the workplace. This application of new learning will enable students to acquire and enhance strategic management and leadership capabilities and potentially bring about change in their organisations, while building their confidence and competence as future leaders.

The Senior Leader Apprenticeship Future Leaders aims to prepare early-career professionals for fast-tracking into senior leadership positions by enabling them to develop knowledge, understanding and application of:

- strategic management and its implications in an organisation;
- change and innovation in a fast-changing business environment;
- corporate responsibility, governance and ethics in contemporary organisations ;

- financial strategies and the ability to lead these strategies successfully;
- leading and developing people, and the ability to engage employees, enabling open and high performance working;
- building and managing collaborative relationships;
- integrating theory and practice by applying learning in the workplace.

Develop practical skills that will enable them to:

- take personal accountability aligned to clear values
- be curious and innovative
- make research- and evidence-based decisions
- be effective at problem-solving
- value difference and champion diversity within and across teams
- seek continuous professional development opportunities for self and wider team.

It is designed to enable students 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 and knowledge application and learning in the workplace.

As such, the programme comprises the following stages, which address the set of SLA standards and supports them to build a portfolio of evidence and a strategic business proposal scoping document ready to meet Gateway:

Stage 1 - Managing & Leading Strategically & Sustainably

- Strategic Management
- Personal Development for Future Leaders 1
- Managing Innovation and Change
- Corporate Responsibility and Ethics
- Financial Management

Stage 2 – Managing & Leading People for High Performance and Impact

- Finding Your Leadership DNA
- Managing People and Organisations
- Personal Development for Future Leaders 2

End-Point Assessment (approx. 5 months)

- Professional discussion underpinned by a portfolio of evidence
- 12 week Strategic business proposal, presentation with questioning

Programme Learning Outcomes

-Senior Leader Apprenticeship (Management for Future Leaders) (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:

| Learning outcomes | |
|--|---|
| 1 | Apply strategic and responsible management strategies to your own professional context, taking into account stakeholder concerns with the ability to make resource allocation decisions (budget, people and technology) that are consistent with such strategies. |
| 2 | Develop and demonstrate skills, through reflection and associated work product evidence, in strategically leading people development including talent management, succession planning, workforce design, diversity and inclusion, alongside coaching and mentoring arrangements for people within your organisation / area of responsibility. |
| 3 | Evaluate how innovation and disruptive technologies can impact organisations by embedding drivers of change and new ways of working across infrastructure, processes, people and culture, and sustainability and apply within your organisation / area of responsibility. |
| 4 | Analyse and evaluate values-based and ethical leadership that contributes to the development of a culture of collaboration and innovation within and across the organisation, and where diversity and well-being are valued. |
| 5 | Demonstrate knowledge and skills in evidence based research in business and management by applying these to a concrete business challenge in the context of your organisation / area of responsibility. |
| 6 | Describe what it means to develop a growth mindset in the context of professional behaviour and ethical conduct, reflecting critically on your own practice, and how this mindset can be applied to develop others within your area of responsibility. |
| 7 | Demonstrate critical thinking, by asking relevant questions, challenging assumptions, and scrutinising evidence in support of their arguments in a range of business and management disciplines. |
| 8 | Demonstrate your thinking clearly and concisely, taking into account purpose and audience, through a range of written and spoken communication. |
| <p>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.</p> <p>To pass the Programme, you will be required to meet the progression or accreditation and award criteria set out below.</p> | |

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 |
|---------------|-----------------------------------|----------------|--------------|
| MNM1CRE | Corporate Responsibility & Ethics | 10 | M |
| MNM1FIN | Financial Management | 15 | M |
| MNM1MIC | Managing Innovation and Change | 15 | M |

| | | | |
|----------|--|----|---|
| MNM1PDFL | Personal Development for Future Leaders I | 0 | M |
| MNM1STM | Strategic Management | 20 | M |
| MNM2DNA | Finding Your Leadership DNA | 20 | M |
| MNM2MPO | Managing People and Organisations | 15 | M |
| MNM2PDF2 | Personal Development for Future Leaders II | 10 | M |
| MNM3SBP | Strategic Business Proposal | 15 | M |

Each module content maps to the relevant content in the SLA standard in terms of knowledge, skills and behaviours. Module content will be made available to students on Canvas, their virtual learning platform.

Students must complete a work-based project for each module. In addition, the student must pass an End-Point Assessment (EPA), comprising a professional discussion based on the portfolio of evidence and completion of a 12-week Strategic business proposal with a presentation and questioning.

Part-time or flexible modular arrangements

The Senior Leader Apprenticeship Future Leaders is designed for students who are in employment. It is a part-time, flexible programme. Students 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.

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

Students are enrolled within intakes and are expected to use a blend of individual, group and self-study and facilitated learning methods, including face-to-face workshops. Within overall registration, there is flexibility to complete work-based projects at different rates.

Placement opportunities

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

Study abroad opportunities

International Study Visits are not offered on this programme.

Optional modules

There are no optional modules

Teaching and learning delivery

The Senior Leader Apprenticeship Future Leaders 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), workshops, additional scheduled contact time with a learning coach and regular meetings with the Apprenticeship Tutor.

To get full value from face-to-face events, students 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 professional.

The Senior Leader Apprenticeship Future Leaders 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 that include tutor discussions of topics, 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 students to address business problems/ challenges across different disciplines and aspects of the organisation.

Personal Development is integral to the programme and runs as a thread throughout the course via content on Canvas and workshops, enabling students to practise the required behaviours, as specified in the Apprenticeship Standard.

Evidence Portfolio: students will build this over the course of the programme, and will consist of artefacts developed during learning on the module and their workplace and 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.)

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 and Henley Business School Library, the Henley Careers, the Study Advice and Mathematics Support Centre teams, Digital Technology Services (DTS) 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 (Academic) Tutors, School Director of Academic Tutoring, 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

Career Prospects

Successful completion of the Senior Leader Apprenticeship Future Leaders should enhance learners' potential to progress in their career.

Total study hours for the programme will be 1200 hours. In addition to the scheduled contact hours, students 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

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

Each module is assessed either through an individual or group work-based project. Work based projects are typically based on student's own organisation and whenever possible the topic is agreed with their line manager and confirmed with the relevant Learning Coach. The assessment is formative indicating the knowledge, skills and behaviours they have met and where there is further development or evidence required.

To achieve the L7 SLA award, formal assessment is conducted via the approved End-Point Assessment (EPA) organisation, where the student undertakes a professional discussion based on their portfolio of evidence and their Strategic Business Proposal will be presented. Students will collect evidence of knowledge, skills and behaviours as they progress through each of the modules.

Progression

- 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.

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 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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11 April 2024

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