

## Programme Specification

MSc Leadership and Strategic Studies (AHEP - Legacy - Cranfield) (part-time by distance) PPTCAPLSSCDM

MSc Leadership and Strategic Studies (AHEP) (part-time by distance) PPTCAPLSSTDM

**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	MSc Leadership and Strategic Studies (AHEP - Legacy - Cranfield) (part-time by distance) - 7 years MSc Leadership and Strategic Studies (AHEP) (part-time by distance) - 7 years
Accreditation	Association to Advance Collegiate Schools of Business (AACSB) European Foundation for Management Development (EQUIS)
Programme Start Dates	September 2024
QAA Subject Benchmarking Group	

### Programme information and content

The MSc in Leadership and Strategic Studies aims to provide selected army officers with the higher education provision to support their service requirements and to enable them to act as effective officers of the British Army. This degree will be available to graduate entrants to the Army Officer Commissioning Course (CC) at the Royal Military Academy Sandhurst and will support their development during Career Stage 1 (CS1), (up to senior Captain).

The degree has been shaped to include the learning that they undertake on the mandatory army courses during CS1 which will be strengthened by a series of modules, all at Level 7 linked to these courses and provided via a digitalized platform by Henley Business School and the School of Politics, Economics and International Relations (SPEIR).

**The army courses in themselves, with the exception of the CC which is taught and assessed differentially at Level 4 and Level 7, will not carry any credit weighting. Credits can only be realized by completing the accompanying Extension Module (EM) relevant to that course at Level 7. The content of the army courses is taken into account, as work-based learning, in developing the Extension Modules and the learning will build on from these at Level 7, so as to develop knowledge and critical skills all at Master's level.**

An explanation of the Curriculum Mapping is given in a separate document. There will be Research Methods and Negotiated Learning Modules at Level 7, although commencement of these modules may begin during the middle sections of the programme, so that students have the opportunity to begin their understanding of Research Methods and to collect data and experiences during their work postings.

The main content of the MSc in the Extension Modules, from the Henley/SPEIR perspective is to provide academic content building on knowledge in the broad areas of Leadership and Strategic Studies. These will be more heavily theoretical than the army courses and will cover areas such as:

- Leadership theory
- Personal leadership
- Developing others
- International relations
- Politics and the political environment
- The changing nature of conflict

Each module will be formatively and summatively assessed at the appropriate level. There will be a module for Research Methods and a Negotiated Learning Project (NLM), which is the Capstone element of the degree. The NLM will be available either in Leadership-based topics (Henley) or in Politics and International Relations-based topics (SPEIR), and as a dissertation form or as a work-based project.

This programme will be overseen by a Board of Studies which will be constituted specifically to focus on this suite of programmes. This BoS will be chaired by the respective SDTLSEs of Henley and SPEIR on a rotational basis and will be called the AHEP Board of Studies and Student Experience BoSSE. There will be representation from Henley, SPEIR, army (uniformed and academic), programme administration, regulatory and student support services and the relevant student body.

All regulations relating to students on UoR programmes will apply, including those for academic and non-academic misconduct.

**Please see the Module Specification document for Curriculum Mapping and Curriculum Framework details.**

**The MSc will meet the FHEQ criteria for a Level 7 Master's degree.**

Master's degrees are awarded to students who have demonstrated:

- a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of their academic discipline, field of study or area of professional practice
- a comprehensive understanding of techniques applicable to their own research or advanced scholarship | originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline

- conceptual understanding that enables the student:
- to evaluate critically current research and advanced scholarship in the discipline
- to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses.

Typically, holders of the qualification will be able to:

- deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences
- demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level
- continue to advance their knowledge and understanding, and to develop new skills to a high level.

And holders will have:

- the qualities and transferable skills necessary for employment requiring:
- the exercise of initiative and personal responsibility
- decision-making in complex and unpredictable situations
- the independent learning ability required for continuing professional development.

### **Programme Learning Outcomes**

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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	Synthesise and critically evaluate the fundamental concepts of leadership, the theoretical basis of management, and key functional areas of leadership.
2	Apply and critically evaluate analytical techniques to assess and devise innovative solutions for complex organisational challenges.
3	Critically appraise and interpret the ethical implications of leadership decisions in a diverse, international context.
4	Appraise and strategically develop the professional and managerial skills necessary to foster and uphold ethical conduct within a global organisation.

5	Reflect on your personal strengths and weaknesses in relation to leadership and strategic roles within an organisational context, identifying areas for personal development in strategic thinking, decision-making and leadership effectiveness.
6	Communicate effectively and confidently, articulating contemporary leadership theories and strategic practices across a range of organisational settings. This includes developing advanced leadership communication skills to motivate, influence and persuade various stakeholders.
7	Develop, enhance and apply your practical knowledge of business operations to promote your employability prospects in leadership roles.
8	Evaluate the key competencies and skills required to excel as a professional in leadership and strategic roles which further directly contribute to organisational success.

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 180 credits, allocated across a range of compulsory and optional modules as shown below. Compulsory modules are listed.

#### Compulsory modules

Module	Name	Credits	Level
AHM001	Studying Leadership Strategic Studies and International Relations	10	M
AHM002	Developing Leadership in Others	10	M
AHM003	Contemporary Strategic Studies and International Relations	15	M
AHM004	Leading in the 21st Century: Leadership Challenges and Practices	30	M
AHM005	The Making of British Foreign and Defence Policy	15	M
AHM006	Research Methods	20	M
AHM006C	Research Methods (Cranfield)	20	M
AHM007*	Negotiated Learning	20	M
AHM008	Junior Officer Leadership Programme 3	0	M
AHM009	Junior Officer Tactical Awareness Course	0	M
AHM010*	Negotiated Learning	20	M
AHM012	Military Analysis A	0	M
AHM013	Military Analysis (B)	0	M
AHM015	Captains Warfare Course	0	M

AHM1RMAS	Royal Military Academy Sandhurst Commissioning Course	60	M
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Modules AHM1RMAS, AHM008, AHM009, AHM012, AHM013, AHM015 are PASS/FAIL modules.

The programme comprises of 2 parts.

Part A The Commissioning Course, Module AHM1RMAS.

Part B The remaining modules to complete the programme.

\* Students take either AHM007 (LOB module) or AHM010 (SPEIR module).

The Negotiated Learning Module may be taken as a dissertation or work-based project. The dissertation option is available for those who may want to take a more academic, rather than applied approach, but also for those who are posted to sensitive or high security areas, where a work-based project is inappropriate. RM and NLM may be commenced anytime from JOLP3 onwards to allow a more continual engagement of the students during the longer than usual timescale of the degree programme.

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

The programme is taken in two modes: The army courses are taken as per the normal teaching which is mostly residential. The Henley/SPEIR extension modules will be fully digitalized and will be taken as distance learning, very flexibly by each individual officer alongside progression in their army career.

#### **Placement opportunities**

N/A

#### **Study abroad opportunities**

N/A

#### **Optional modules**

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

The module content for the army courses are delivered through a combination of central lectures, seminars and experiential learning. The Henley/SPEIR modules will be entirely digitalized and delivered on the Virtual Learning Platform CANVAS. This will include video lectures, academic written content, multiple choice elements (for some formative assessments), additional video and audio material and assessment documentation.

Total study hours for the programme is 1800 hours. Delivery is by digitalized learning.

In addition to 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.

Elements of your programme will be delivered via digital technology.

The scheduled teaching and learning activity hours and amount of technology enhanced learning activity for your programme will depend upon your module combination. In addition, you will undertake some self-scheduled teaching and learning activities, designed by and/or involving staff, which give some flexibility for you to choose when to complete them. You will also be expected to undertake guided independent study. Information about module study hours including 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**

Association to Advance Collegiate Schools of Business (AACSB)

European Foundation for Management Development (EQUIS)

### **Assessment**

### **Progression**

In order to progress from Part A to Part B a student must pass the Commissioning Course and, satisfy the Selection Board of The Army.

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

The following conditions must be satisfied for the award of a Master's degree:

Award of a Master's degree

- i. an overall weighted average of 50% or more over 180 credits
- ii. a mark of 50% or more in at least 120 credits
- iii. not more than 20 credits with a mark below 40%
- iv. a mark of 50% or more for the Dissertation

In addition, for all classifications, students must

- i. obtain marks of at least 50% in all modules.

In addition to the threshold conditions for the award of a Master's degree, the following further conditions must be satisfied for a classification of Distinction or Merit:

### **Distinction**

An overall weighted average of 70% or more over 180 credits

OR

An overall weighted average of 68% or more over 180 credits and marks of 70% in at least 90 credits

AND

A mark of at least 60% in the dissertation

AND

No marks below 40%

### **Merit**

An overall weighted average of 60% or more over 180 credits

OR

An overall average of 58% or more over 180 credits and marks of 60% on at least 90 credits

AND

no marks below 40.

### **For Post Graduate Diploma (Exit award only)**

The following conditions must be satisfied for the award of a Postgraduate Diploma:

#### **Award of a Postgraduate Diploma**

- i. an overall weighted average of 50% or more over 120 credits
- i. a mark of 50% or more in at least 80 credits

- i. not more than 20 credits with a mark below 40%

In addition, for all classifications, Students must:

- iv obtain marks of at least 50% in all modules, over 120 credits.

In addition to the threshold conditions for the award of a Postgraduate Diploma, the following further conditions must be satisfied for a classification of Distinction or Merit:

### **Distinction**

An overall weighted average of 70% or more over 120 credits

OR

An overall weighted average of 68% or more over 120 credits and marks of 70% in at least 60 credits

### **Merit**

An overall weighted average of 60% or more over 120 credits

OR

An overall average of 58% or more over 120 credits and marks of 60% in at least 60 credits

### **For Postgraduate Certificate**

The following conditions must be satisfied for the award of a Postgraduate Certificate:

#### **Award of a Postgraduate Certificate**

- i. an overall weighted average of 50% or more over 60 credits

In addition, students must

- i. have no module marks below 50%, over 60 credits.

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



1. Additional costs will include books and other optional materials

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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DUMMY FOR PROG SPEC for students entering in session 2024/25

15 March 2024

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