

Programme Specification

MA Leadership (via post-DAS PGDip route)

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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	MA Leadership (via post-DAS PGDip route) - 18 months
Accreditation	Association to Advance Collegiate Schools of Business (AACSB) European Foundation for Management Development (EQUIS)
Programme Start Dates	Multiple throughout the academic year.
QAA Subject Benchmarking Group	Business and Management

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.

This stage 3 programme acknowledges and builds on the previous learning undertaken on the PG Diploma Leadership.

Programme Learning Outcomes

-MA Leadership (via post-DAS PGDip route)

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	Discuss an advanced and interconnected comprehension of leadership principles, which encompass both theoretical and practical dimensions. Synthesise, apply and evaluate these concepts within an organisational context.
2	Critically apply your knowledge and skills in evidence-based research in practice and management to address current leadership challenges within an organisational context, contributing new insights to the field and advancing your own leadership capabilities.
3	Explain and assess approaches to improving leadership capabilities within an organisation, fostering development and proficiency in leadership skills.
4	Critically analyse the strategic importance of leadership and its impact on organisational performance.
5	Synthesise diverse approaches to leadership by integrating and comparing various perspectives, evaluating alternative strategies for effective leadership in different contexts.
6	Formulate and foster your approaches to inclusive and responsible leadership within contemporary organisations, critically reflecting on your capability by focusing on key skills related to leadership such as communication, conflict resolution, problem-solving and decision-making.
7	Critically evaluate and formulate the approaches necessary to effectively deliver appropriate leadership-based solutions and outcomes within an organisation.

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 of 180 credits made up of 2 components:

- PG Diploma Leadership – 120 credits (MQM1FLP, MQM1LCH, MQM1LPT, MQM2SLI, MQM2ILP, MQM2FFL, MNM3SBP)
- Stage 3 MA Leadership – 60 credits (MQM3DLO, MQM3DISS)

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
MQM3DISS	Leadership Study / Dissertation	40	M
MQM3DLO	Developing Leadership in Others	20	M

The Postgraduate Diploma (PGDip) in Leadership can only be achieved via successful completion of the Senior Leader Apprenticeship Leadership (SLA LDR) programme where the student is enrolled on the programme funded by their employer as part of the Apprenticeship Levy initiative for Level 7. The PGDip in Leadership is awarded on condition of passing the post-SLA programme academic evaluation of all assessments completed on the SLA LDR. This award may act as an entry point to stage 3 of the MA Leadership.

Levy learners that are successfully awarded the PG Diploma in Leadership may join Stage 3 of the Henley MA Leadership within three years of their PGDip award. The PG Diploma Leadership is deemed by the University Programmes Board (UPB) to have equivalence of learning to enter stage 3 of the MA Leadership programme.

PATHWAYS

There are no pathways within the programme.

Part-time or flexible modular arrangements

The Henley MA Leadership programme has workshops scheduled over a period of approximately 9 months with programme members having a registration period of 18 months within which to complete the programme. Members are enrolled within programme 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.

Placement opportunities

Placements: No opportunity for placement

Study abroad opportunities

Study Abroad: There are no formal arrangements in place for studying abroad.

Optional modules

There are no optional modules on the programme.

Teaching and learning delivery

Methods typically associated with learning:

- Lectures and presentations: face to face or on-line with supporting materials
- Self-study: directed and self-directed, supported by the Virtual Learning Environment

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. The 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 materials that outline core theory and content or provide supplementary activities to embed learning. Text based resources are interspersed with multi-media materials containing video 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 the stage 3 component of your programme will be 600 hours. The contact hours for the stage 3 component of your programme will include face-to-face workshops for 5 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

Association to Advance Collegiate Schools of Business (AACSB)

European Foundation for Management Development (EQUIS)

Assessment

The following form the options used for assessment in the MA Leadership:

- Individual subject assignment of 5,000 words in length for the core module of Developing Leadership in Others.
- A Leadership Study / Dissertation (12,000 words), which is an individual research project 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 / Dissertation.
- A learning reflection assignment (3,000 words) submitted with the Leadership Study / Dissertation at the end of the programme.

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 at stage 3.

Academic Tutors provide developmental assistance and feedback to programme members as part of their personal leadership development.

Progression

Part-time and modular progression requirements

None.

Masters Level Classifications

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 modules.

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*.

Additional costs of the programme

All study material is included. Students will be required to cover their own costs to attend 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.

MA Leadership (via post-DAS PGDip route) for students entering in session 2024/25
12 January 2024

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