

Programme Specification

PGDip Management for Future Leaders (post-DAS registration)

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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	PGDip Management for Future Leaders (post-DAS registration) - 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 Degrees in Business and Management

Programme information and content

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

The Postgraduate Diploma (PG Dip.) in Management for 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.

The PG Dip. in Management for 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 PG Dip. in Management for 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.

The route to achieving the PG Dip. In Management for Future Leaders is via successful completion of the End Point Assessment (EPA) of Level 7 Senior Leader Apprenticeship in Management for Future Leaders (SLA MFL) programme.

The PG Dip. in Management for Future Leaders 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

-PGDip Management for Future Leaders (post-DAS registration)

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 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. Students should be able to communicate, in written and spoken forms, their thinking clearly and concisely.

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

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.

All module assessment is subject to moderation by academic Faculty throughout the programme. Sample moderation is carried out, as per standard moderation policy. On successful completion of the L7 SLA MFL, the learner is transferred onto the PG Dip and is awarded credits. Achievement of the L7 SLA programme learning outcomes, through the application of knowledge in the workplace and the body of work completed, is considered to have equivalence in terms of learning and experience to 120 MSc credits. A 'Pass' in all eight projects is required to achieve all programme level learning outcomes.

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

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

Part-time or flexible modular arrangements

PG Dip. in Management for 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.

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 <http://www.reading.ac.uk/student>

Career Prospects

Successful completion of the PG Dip. in Management for Future Leaders should enhance learners' potential to progress in their career.

Placement opportunities

This programme does not contain an option for an integral work placement as students 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

PG Dip. in Management for Future Leaders 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), 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 PG Diploma in Management for 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.)

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

- A work-based project is completed and submitted at the end of each 'sprint' following the focal sprint assignment brief. The Learning Coach facilitating the focal sprint will undertake assessment of the submitted project indicating areas for

improvement, as well as a provisional mark subject to the level of achievement of learning outcomes. A sample of work will be moderated by academic Faculty, as per standard moderation policy. In the case of a failed assignment (mark less than 50%) the student will have one opportunity to revise the project in order to achieve a mark of 50%.

- 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.
- Following completion of the Live Assessment with CMI, the student will submit their Strategic Business Proposal to Henley for academic evaluation.
- Students will be required to achieve a minimum mark of 50% in each project. In case of a fail (mark <50%) the student is allowed one resubmission per sprint, while on the SLA MFL programme (as per the standard rules on the MSc programme).
- 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.

Progression

N/A

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 all 8 modules (equivalent to 120 credits) will be awarded the Henley Postgraduate Diploma in Management for Future Leaders.
- Students that are awarded the L7 Senior Leader Apprenticeship Certificate and successfully pass modules with a minimum total credit-weighting of 60 credits will be awarded the Henley Postgraduate Certificate in Management.

Classification

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

Postgraduate Diploma in Management for Future Leaders: students may be awarded a classification of Fail, Pass, Merit or Distinction.

Postgraduate Certificate in Management for Future Leaders: students may be awarded a classification of Fail or Pass.

For Postgraduate Diploma

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

Award of a Postgraduate Diploma

(i) A mark of at least 50% for every module. The Postgraduate Diploma comprises 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) A mark of at least 50% for every module. The Postgraduate Certificate comprises 60 credits.

Possible entry to the MSc Management for Future Leaders programme

Achievement of the Henley Postgraduate Diploma in Management for Future Leaders provides the opportunity for participants to join Stage 3 of the MSc Management for Future Leaders.

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.

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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10 April 2024

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