

Programme Specification

Henley Executive Diploma in Managing Business Transformation (L6 Improvement Leader: Corporate - Open)

For students entering Part 1 from September 2024

UATMBT6ZZBA

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	2 years
Accreditation	Level 6 Improvement Leader Apprenticeship: The approved End-Point Assessment organisation for the Level 6 Improvement Leader Apprenticeship. Institute for Apprenticeships & Technical Education (IfATE)
QAA Subject Benchmarking Group	

Programme information and content

The Henley Executive Diploma in Managing Business Transformation (Level 6 Improvement Leader Apprenticeship) aims to develop the capabilities of employees who are involved in improvement activities and also of those who are responsible for developing/leading improvement strategy, providing leadership in improvement for the business and for coaching and supporting Improvement Specialists in advanced analysis. The Improvement Leader typically reports to Board members or Heads of Department and manages a team of Improvement Specialists, who deploy the strategy, and lead improvement projects.

The Henley Executive Diploma in Managing Business Transformation also aims to support employees from various sectors and even various functions/departments in the organisations to enable them to work closely with different functions to support learners on identifying the improvement/change opportunities, and then scoping them into the projects to be delivered by the improvement specialists. We are aware that we are in a world of continuous change (e.g., Covid-19, remote/hybrid working, digitalisation, volatility, intense competition) which requires organisations to make strategic decisions and manage complex projects to make immediate change in the workplace. Therefore, our programme primarily focuses on equipping employees for unprecedented and/or unanticipated changes/improvements, to make an immediate impact in the organisation while achieving business goals.

The Henley Executive Diploma in Managing Business Transformation will enable learners to have a high-level of expertise in Lean, Six Sigma, Project and Change Management principles and methodologies. The learners will benefit from blended teaching and learning opportunities (Action Learning-based Workshops, Online tutorials and resources (Canvas), apprenticeship learning coach interactions, professional learning portfolio, and reflections), application of learning in the workplace, implementation of tools/techniques/methodologies

learned through work-based projects, and continuous 360° reviews of the apprentices' progress (apprentice-employer-HBS) throughout the programme.

The Henley Executive Diploma in Managing Business Transformation will prepare learners for high level functioning Improvement Leaders' roles by enabling them to:

1. Develop leadership skills to coach, train, delegate individuals and teams in improvement activities.

2. Develop knowledge and understanding of developing Improvement strategy and providing leadership in improvement for the business.

3. Develop knowledge and understanding of processes and resources to support improvement strategy deployment such as guidance for structured project reviews.

4. Develop knowledge and understanding of Project, Process, Change Management, Lean, Six Sigma principles and methodologies.

5. Develop knowledge and understanding to train, coach and mentor Improvement Specialists and senior stakeholders to ensure efficiency of approach.

6. Develop knowledge and understanding of the principles of project and change management for the organisation's long-term strategy for transformation.

7. Develop knowledge and understanding to design and source training solutions for the business.

8. Develop knowledge and understanding of leading large-scale, complex Improvement activities and Sustainability (Improvement or Sustainability activities).

9. Develop knowledge and understanding of managing and leading a team of Improvement Specialists.

10. Develop knowledge and understanding of graphical and statistical analyses, investigating and evaluating the measurement and analysis approaches.

11. Integrate theory and practice by applying learning in the workplace.

12. Behavioural skills will be developed to enable students to:

- Be a primary advocate for Improvement and Operational Excellence acting as a role model for others, focusing on improving customer experience and delivering benefits. **(Drive for results)**
- Actively seek opportunities for improving team performance and coaching others to resolve under-performance issues. **(Team working)**
- Demonstrate personal resilience. Challenge, influence & engage seniors. **(Professionalism)**

- Drive future thinking for themselves and others. Actively seek out new ideas, opportunities methods and tools. Build a knowledge and best practice sharing network. **(Strategic Thinking)**
- Recognise opportunities to improve safe working practices. **(Safe working)**

The Henley Executive Diploma in Managing Business Transformation is designed to enable learners to gain the required 9 knowledge, 23 skills and 5 behaviour areas to achieve this award, over the course of 23 months excluding breaks (including end-point assessment). Knowledge and skills are achieved by studying and applying the content from across a number of modules from the Henley Executive Diploma in Managing Business Transformation along with knowledge application and learning in the workplace. The programme has been designed with the learner’s need to achieve the Standard at its heart. Thus, the programme is grouped into three main streams which are delivered in three stages. Stream names are: Leading Direction, Process Improvement, and Data-Driven Measurement. In this way, the learners have the opportunity to engage in the knowledge, skills, and behaviour areas of each stream in each stage. Each stage therefore comprises the main elements of the development of improvement strategy, while Henley Apprenticeship Learning Coaches can monitor the progress of the students on their journey to produce their portfolio of evidence required for the end-point assessment.

Learners will also be provided a content of material as a tile on Canvas called ‘Apprenticeship Essentials’ which will enable the learners to engage in content to meet the OFSTED requirements (e.g., British Values & Citizenship, Safeguarding, Prevent, Portfolio of Evidence, and End-Point Assessment).

Career Prospects

Successful completion of the Henley Executive Diploma in Managing Business Transformation (L6 Improvement Leader Apprenticeship) should enhance learners’ potential to progress in their career.

The programme comprises the following 3 Stages:

Streams	Stage 1 (approx. 6 months)	Stage 2 (approx. 6 months)	Stage 3 (approx. 6 months)	End-Point Assessment (approx. 5 months)
Leading Direction	Strategic Thinking	Teams and Leadership	Project and Change Management	Professional Discussion, underpinned by portfolio of evidence Dissertation, presentation, and questioning
Process Improvement	Process Management	Problem Solving Methods	Improvement Methods and Strategies	
Data-Driven Measurement	Measurement Systems	Data Analysis	Experimentation and Optimisation	

Stage 1 (approx. 6 months)

	Strategic Thinking, Process Management, Measurement Systems
	Stage 2 (approx. 6 months) Teams and Leadership, Problem Solving Methods, Data Analysis
	Stage 3 (approx. 6 months) Project and Change Management, Improvement Methods and Strategies, Experimentation and Optimisation End-Point Assessment (approx. 5 months) Professional Discussion, underpinned by portfolio of evidence Dissertation, presentation, and questioning

Programme Learning Outcomes - Henley Executive Diploma in Managing Business Transformation (L6 Improvement Leader: 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	Demonstrate effective leadership skills through coaching, training, delegation for individuals and teams involved in improvement activities.
2	Develop and implement comprehensive Improvement strategies, providing innovative leadership to drive positive change within the organisation.
3	Explain and appraise processes and resources to support the successful deployment of improvement strategies such as guidance for structured project reviews.
4	Apply Project, Process, Change Management, Lean, Six Sigma principles and methodologies in improvement and change strategies.
5	Train, coach and mentor Improvement Specialists and senior stakeholders to ensure efficient, and consistent improvement activities.
6	Evaluate the principles of project and change management for your organisation's long-term strategy for transformation.
7	Design and source training solutions within your organisation.
8	Practice and lead large-scale, complex Improvement and Sustainability activities.
9	Manage and lead a team of Improvement Specialists and others working in improvement projects.
10	Apply and implement graphical and statistical analyses, investigate and evaluate the measurement and analysis approaches.
11	Synthesise theoretical knowledge with practical application by effectively implementing learnt concepts in the workplace environment.
12	Cultivate essential behavioural skills with a commitment to results-driven outcomes, teamwork, professionalism, strategic thinking, and dedication to maintaining a safe working environment.

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

Compulsory modules are listed. 'Part' refers to stages of the programme.

Part 1 Modules:

Module	Name	Credits	Level
MQ1IL01	Strategic Thinking	0	6
MQ1IL02	Process Management	0	6
MQ1IL03	Measurement Systems	0	6

'Part 1 Modules' refers to Stage 1 (6 months)

Students must complete a work-based project for each module. In addition, the student must pass an End-Point Assessment (EPA), comprising Professional Discussion underpinned by a portfolio of evidence and final Dissertation, presentation and questioning.

The content of each module maps to the Level 6 Improvement Leader standard. The learner is required to evidence knowledge, skills and behaviour areas of the Improvement Leader standard and must pass the EPA to achieve the level 6 Improvement Leader award, and the Henley Executive Diploma in Managing Business Transformation. All modules are therefore compulsory. There are no optional modules. Module content is available to learners via a virtual learning platform (Canvas).

The Henley Executive Diploma in Managing Business Transformation programme requires 1200 learning hours, and there are 3 stages. Modules are studied sequentially. Modules requires between 100-150 learning hours, and therefore modules have equivalence to either 10 or 15 credits. The programme therefore has equivalence to 120 credits. Since it is a non-qualification programme, the credit information is only provided for illustration purposes.

If all nine work-based projects are deemed to have achieved a 'Pass' (achieved a minimum mark of 50%) and if the learner successfully passes the L6 Improvement Leader Apprenticeship End Point Assessment, the learner will then be awarded the Henley Executive Diploma in Managing Business Transformation. (See 'Assessment' section, below, for further details on assessment.)

The Henley Executive Diploma in Managing Business Transformation 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 Henley Faculty and Henley Apprenticeship Learning Coaches, 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 study individually and as part of a group. They will also interact face-to-face during on-site workshops (Action Learning based days) as well as virtually during online sessions.

Part 2 Modules:

Module	Name	Credits	Level
MQ2IL04	Teams and Leadership	0	6
MQ2IL05	Problem-solving Methods	0	6
MQ2IL06	Data Analysis	0	6

'Part 2 modules' refers to Stage 2 (6 months)

Part 3 Modules:

Module	Name	Credits	Level
MQ3IL07	Project and Change Management	0	6
MQ3IL08	Improvement Methods and Strategies	0	6
MQ3IL09	Experimentation and Optimisation	0	6

'Part 3 Modules' refers to Stage 3 (6 months)

Placement opportunities

Placements:

This programme does not contain an option for an integral work placement as programme members will be in relevant employment. International Study Visits are not offered on this programme.

Study Abroad:

You may be provided with the opportunity to undertake a Study Abroad placement during your Programme. This is subject to you meeting academic conditions detailed in the Programme Handbook, including obtaining the relevant permissions from your School, and the availability of a suitable Study Abroad placement. If you undertake a Study Abroad placement, further arrangements will be discussed and agreed with you.

Teaching and learning delivery:

The Henley Executive Diploma in Managing Business Transformation is completed in a 23-month period (excluding breaks) including end-point assessment and comprises a combination of virtual learning on Canvas (the virtual learning platform), with access to an online Q&A tutor on Canvas, Action Learning-based workshops, additional scheduled contact time with an apprenticeship learning coach, and group-based and independent study. Action Learning principles will allow apprentices to develop their professional thinking and practice individually or in groups and will enhance their capabilities as independent learners.

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 business transformation/improvement/change leaders.

The programme is designed to help learners develop their improvement strategy knowledge and competencies. It enables them to improve their effectiveness and maximise their contribution to an organisation whilst also developing their skills to provide leadership in improvement for the business. Apprentices on the programme are encouraged to think strategically about leading business improvement projects and training/coaching Improvement Specialists to successfully identify improvement opportunities.

The programme is delivered in a format that is based around a learning journey which enables learners to address challenges across different aspects of the organisation. The programme provides the opportunity to integrate learning relating to the development of improvement and transformation strategy in a changing world. The purpose for the apprentice is to enhance the development of improvement strategy and leadership in the workplace.

The programme will start with the online orientation workshop which will allow learners to get to know each other, and will provide an overview of expectations and commitment, a demonstration of the learner journey, programme structure, end-point assessments, and how to access resources and programme support.

The online orientation workshop will be followed up by 9 Action Learning-based Workshops (5 Face to Face, 4 Online).

Each action learning workshop will take place in the 4th week (approximately) of the module. The purpose will be to ensure understanding of the module content and to discuss/stimulate further progress on the work-based project with fellow learners. Each action learning workshop will be facilitated by an Apprenticeship Learning Coach and/or an academic subject specialist.

Each module is addressed via a 'Sprint' of approximately 8 weeks. Throughout this Sprint, the Apprenticeship Learning Coach will support learners in applying their learning to the chosen work-based challenges.

Online Improvement Leader learning resources on Canvas outline core theory and content and provide activities to embed learning. Text based resources will be 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.

Total study hours for the programme will be approximately 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 contact hours for this programme will be:

Workshops and Check-in Points: Each Learning Team has one module workshop and two check-in points per module with the Learning Coach. Each check-in point has a duration of one hour. 9 hours per module (7 workshop hours + 2 hours Apprenticeship Learning Coach Check-ins): TOTAL: 81 hours for 9 modules.

Apprenticeship Learning Coach Office Time: 36 Hours

Additional interactions with Apprenticeship Learning Coaches via online Q&A area:
TOTAL: 30 hours.

Total contact hours for the programme: 147

In addition to the contact hours, learners will be expected to undertake guided independent study.

Accreditation details

Level 6 ILA: The approved End-Point Assessment organisations for the Level 6 Improvement Leader Apprenticeship Institute for Apprenticeships & Technical Education (IfATE)

Assessment

Module Assessment: Work-based Module Projects: Each of the nine Improvement Leader Apprenticeship modules requires the learner to complete 1500 words (+/-10%) work-based project.

The work-based project should focus on improving an activity/process/system/product/interactions/leadership rather than only taking part and/or implementing improvement. These work-based projects can be included as a part of the learner's portfolio of evidence for part 1 of the End-Point Assessment. A work-based project is completed and submitted at the end of each 'sprint' following the focal sprint assignment brief.

The Apprenticeship Learning Coach facilitating the focal sprint will undertake formative assessment of the submitted project indicating areas requiring further development as well as assigning a provisional mark subject to the level of achievement of learning outcomes. The student will have one opportunity to resubmit the project if the student receives a 'revise' decision. The student has to achieve at least an equivalent mark of 'pass' level to include the project in the portfolio of evidence.

End-Point Assessment

The programme has a standard set of 9 Knowledge, 23 Skills, and 5 Behaviour areas that are developed throughout the programme and evaluated through the End Point Assessment (EPA). The EPA should only start once the employer is satisfied that the apprentice is consistently working at, or above, the level set out in the occupational standard. The EPA must be completed within a 20-week period and is conducted by an external assessor. A 20-week period starts at the end of the 18 months on-programme. The compilation of portfolio of evidence will start from the beginning of the programme. The preparation for the work-based dissertation may start once the employer confirms the apprentice is working at, or above, the level of the standard, and the dissertation title, rationale and scope have been agreed with the End Point Assessment Organisation (EPAO) and the employer.

The EPA consists of two distinct assessment methods:

1. Professional Discussion, underpinned by portfolio of evidence

- This will be built up over the course of the programme and will consist of artefacts developed during the completion of 9 work-based module projects and also the portfolio of evidence compiled during the programme. The portfolio of evidence must include a minimum of one set of evidence for each of the KSB areas.

Evidence examples: work-based projects, portfolio of evidence from each module, workshop case-studies, facilitation of a workshop, regression analyses, summary of Lean strategy, evidence of teaching/coaching/mentoring level 5 delegates, use of improvement (Lean, Six Sigma etc) and strategy development tools, working in a position of a leadership in an improvement activity, improving business results, training presentations/notes, a report on coaching techniques implemented, use of analytical and statistical methods, application of process mapping and process improvement techniques.

- Delivery of a training session to Level 5 delegates, 45-50 mins

The Training session must cover a subject from the following list: Project and Change Management, Lean Principles and Tools, Measurement System Analysis and Data Collection, Planning Graphical and Statistical Analysis, Data Transformation and Process Capability, Experimentation, Optimisation and Modelling, and Failure Mode Avoidance.

- Discussion with the assessor and technical expert from the organisation, 2 – 2.5 hours

2. Work-Based Dissertation, presentation and questioning

- This will address all learning outcomes required for this element of the L6 ILA end-point assessment, based on KSBs acquired throughout the programme
- The dissertation must be based on the development and deployment of improvement strategy in their business (e.g., A continuous improvement strategy and deployment plan for department X) (4000-5000 words)
- Presentation 45-50 mins
- Questioning 35-40 mins

Performance in the EPA will determine the apprenticeship grade of fail, pass, merit or distinction.

- To achieve the L6 ILA award, formal assessment is conducted via the approved End-Point Assessment (EPA) organisation, where the learner's Evidence Portfolio and Work-Based Dissertation will be examined. Learners will collect evidence of knowledge, skills and behaviours as they progress through each of the Standards.

Programme awards

Students that successfully pass the L6 Improvement Leader Apprenticeship End Point Assessment will be awarded the L6 Improvement Leader Apprenticeship Certificate and the Henley Executive Diploma in Managing Business Transformation.

Classification

L6 ILA End-Point Assessment: students may be awarded a classification of Fail, Pass, Merit or Distinction. Henley Level 6 Executive Diploma in Managing Business Transformation.

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 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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