

Programme Specification

MA Board Practice and Directorship (Global) (part-time modular, distance learning)	PPTCGLBPDIDM
PGCert Board Practice and Directorship (Global) (part-time modular, distance learning)	PPTCGLBPDIDC
PGDip Board Practice and Directorship (Global) (part-time modular, by distance)	PPTCGLBPDIDD

For students entering in 2027/28

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 Board Practice and Directorship (Global) (part-time modular, distance learning) - 24 months PGCert Board Practice and Directorship (Global) (part-time modular, distance learning) - 8 months PGDip Board Practice and Directorship (Global) (part-time modular, by distance) - 16 months
Accreditation	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 & Management

Programme information and content

The MA in Board Practice and Directorship is a postgraduate, post experience qualification programme that aims:

To provide participants with knowledge and understanding for enhancing director performance, applied research in governance, along with the skills necessary to complete a real world board level business challenge.

Today's typical organisational governance and strategic oversight challenges are impacted by globalisation; managing across borders; technological and digitalisation platforms; security; that place a greater demand on governance structures and strategic mechanisms to better enable highly capable empowered board members to dynamically assemble and disassemble the right strategic structures and capabilities (skills/knowledge/people). The board pressures are to multi-task; manage time; have up-to- date quality information; resolve dilemmas and engage collaboratively more effectively.

Each organisation and board is unique, where both are continuously influenced by external and internal factors for which research has to deliver timely, context specific, relevant solutions for higher impact.

This is a practice focused programme where each proposal includes self-development and a real live board level governance issue/dilemma/case that needs addressing. The objectives are:

1. To critically understand the characteristics and issues for enhanced director performance, research of governance problems and innovations at board level.
2. To contextually examine a unique board governance challenge for improving board effectiveness.
3. To demonstrate a positive impact from the applied research intervention to a real world governance issue, that benefits sustainability as outcome.
4. To share the key learning as a framework/model that is useful for director board/governance practices.

Programme Learning Outcomes

-MA Board Practice and Directorship (Global) (part-time modular, distance learning)

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 acquired knowledge systematically to comprehend and address director performance and governance issues in their context at board level.
2	Critically evaluate board & board dynamics, recognising its position at the intersection of internal management and external stakeholders.
3	Prioritise the importance of high quality information and communication as important for effective board decision making.
4	Demonstrate self-awareness in board engagement and independent contribution towards handling board dilemmas or issues.
5	Define, organise, execute and report a research investigation at board-level.
6	Present key findings of board-level research, engaging in discussions that extract best-practice learning gained for enhanced stewardship.

To pass the Programme, you will be required to meet the progression or accreditation and award criteria set out below or in the [Programme Handbook: MABPD handbook_Sept23 available in canvas can be found in Programme Area / Study at Henley / Administration

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, allocated across a range of compulsory modules. Each stage consists of 60 credits.

Compulsory modules

Module	Name	Credits	Level
MQM1BDE	Building Board and Director Effectiveness	20	M
MQM1HRB	Handling Risks at Board Level	20	M
MQM1IRG	Investor Relations, Governance and Innovation	20	M
MQM2BIC	Board Information and Communications	20	M
MQM2BRR	Board Reputation, Responsibility and Public Relations	20	M
MQM2MCB	Mentoring and Coaching for Board Directors	20	M
MQM3BAC	Board Annual Conference	20	M
MQM3PBC	Practice Based Business Challenge	40	M
MQM3PPT	Private, Public or Third Sector Boards	0	M
MQM3RAS	Research and Analytical Skills for Boards	0	M

All modules on this programme are compulsory.

The compulsory modules for a PGCert are - MQM1BDE, MQM1IRG, MQM1HRB

The compulsory modules for a PGDip are the above modules plus - MQM2BIC, MQM2BRR, MQM2MCB

The compulsory modules for the MA are the above modules plus - MQM3RAS, MQM3PPT, MQM3PBC, MQM3BAC

Part-time or flexible modular arrangements

The full MA programme comprises of the certificate, diploma and full master's stages as outlined above, and is being delivered as a part-time modular course. Students have the option to exit at the end of each stage of the programme, subject to the registration period outlined above.

Placement opportunities

N/A unless through a pre-agreed partnering institution.

It is anticipated that programme members on the MA programme will normally be in board level appointments for the duration of the programme.

Study abroad opportunities
N/A

Optional modules
There are no optional modules on this programme.

Teaching and learning delivery
Methods typically associated with learning transmission: •Lectures and presentations – face to face or online with digital support materials •Self-study; directed and self-directed, online using web-based resources or paper-based materials •Research •Collaborative learning •Case studies •Engagement with expert panel •Set exercises •Question and answers (oral and written) •Workshops and group activities •Problem solving •One-to-one interviews •Assignments •Personal diary logs Total study hours for your programme will be 1800 hours. The contact hours for your programme will depend upon your module combination; an average for a typical set of modules on this programme is 212 hours which will include 15 full day workshops. 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. For elements of your programme that 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 and stage. 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

All Henley Business School programmes are accredited by the EFMD Quality Improvement System (EQUIS) and the Association to Advance Collegiate Schools of Business (AACSB).

Assessment

Certificate stage:

Each of the modules is assessed by an individual assignment and case- study analysis.

Diploma stage:

Modules are assessed by an individual assignment and case-study analysis.

Participants are additionally expected to maintain a reflective diary log.

The module Mentoring and Coaching is assessed on reflective diary entries narrative and one-to-one interviews.

MA Stage:

Participants are expected to attend and participate in non-credit bearing modules in Research and Analytical Skills and a Practice Sector based module to prepare them for Master's level assignments. Participants are additionally expected to maintain a reflective diary log.

The Business Challenge module includes a six month board level business challenge that will be assessed as a written report.

At Master' s stage the Annual Conference module is assessed as abstract and full paper that will be submitted for and presented at the annual conference.

Progression

Part-time and modular progression requirements

It is normally expected that all modules are completed and passed by participants before entry to the next programme i.e. from Certificate to Diploma and from Diploma to Masters

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 Master's Degree

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

Award of a Master's degree

- i. A mark of at least 50% for every module. The programme comprises of 180 credits. Students must pass all the modules they participate in.
- ii. Students must obtain a pass in MQM3RAS and MQM3PPT (non-credit bearing)

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

- i. [An overall weighted average of 70% or more over 180 credits;

OR

- ii. an overall weighted average of 68% or more over 180 credits and a mark of 70% in at least 90 credits]

AND

- iii. A mark of at least 60% in the Practice Based Business Challenge or dissertation;

AND

- iv. No marks below 50%.

Merit

- i. [An overall average of 60% or more over 180 credits;

OR

ii. an overall average of 58% or more over 180 credits and marks of 60% in at least 90 credits]

AND

iii. a mark of 50% or more for the Practice Based Business Challenge or dissertation;

AND

iv. No marks below 50%.

For Postgraduate Diploma

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

ii. no marks below 50%

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

i. [An overall average of 70% or more over 120 credits;

OR

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

AND

iii. No marks below 50.

Merit

i. [An overall weighted average of 60% or more over 120 credits;

OR

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

AND

iii. No marks below 50.

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; and
- ii. No marks below 50.

Details of the classification method is given in detail in the [Assessment Handbook](#) under:

- Section 19: Awards: Postgraduate Master's, Postgraduate Diploma, Postgraduate Certificate

Please note that there may be a specific version for your year of entry.

Additional costs of the programme

N/A

Costs are indicative and may vary according to optional modules chosen and are subject to inflation and other price fluctuations. Estimates were calculated in 2026.

Students may consider purchasing a laptop to help support their learning. Information on recommended device specifications can be found on the [DTS Student Hub](#).

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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15 July 2026

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