



MSc Leadership and Management

PgCert Leadership and Management

PgDip Leadership and Management

Programme Specification

Primary Purpose

Course management and quality assurance.

Secondary Purpose

Detailed information for students, staff and employers. Current students should refer to the related Course Handbook for further detail.

Disclaimer

The University of Portsmouth has checked the information given in this Programme Specification. We will endeavour to deliver the course in keeping with this Programme Specification; however, changes may sometimes be required arising from annual monitoring, student feedback, review and update of units and courses. Where this activity leads to significant changes to units and courses, there will be prior consultation of students and others, wherever possible, and the University will take all reasonable steps to minimize disruption to students. It is also possible that the University may not be able to offer a unit or course for reasons outside of its control, for example; the absence of a member of staff or low student registration numbers. Where this is the case, the University will endeavour to inform applicants and students as soon as possible. Where appropriate, the University will facilitate the transfer of affected students to another suitable course.

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Course Details

1. Named Awards

PgCert Leadership and Management

PgDip Leadership and Management

MSc Leadership and Management

2. Course Code (and UCAS Code if applicable)

C2022P

C2021P

C2020P

3. Awarding Body

University of Portsmouth

4. Teaching Institution

University of Portsmouth

5. Accrediting Body

6. QAA Benchmark Groups

This is a generalist (Type 2), Work-based learning MSc within the Flexible Masters framework.

7. Document Control Information

Aug 2018

8. Effective Session

2018-19

9. Author

Dr Cheryl Rodgers

10. Faculty

Business and Law

11. Subject Group

Organisation Studies and Human Resource Management

Curriculum

12. Educational Aims

- Provide a challenging and stimulating framework for Work-Based Learning (WBL) opportunities, which facilitates personal, academic and professional development through the acquisition of knowledge, skills and competencies.
- Provide a framework that allows students to follow a coherent and staged programme of accredited, individual WBL units.
- Facilitate experiential learning by providing students with the opportunity and means to combine theory and practice in applied work-based learning activities, using concepts, theories and experience gained from a course of self-directed learning.
- To provide the knowledge, skills and opportunity for students to formulate, plan and execute work-based learning assignment and a dissertation in the field of Leadership and Management.
- Develop critical evaluation and assessment skills using academic literature and the workplace as sources of evidence
- Equip students with the transferable skills for lifelong learning, knowledge and flexibility needed to be able to work with self-direction and originality and, contribute to business and society at large.
- Provide students with WBL and development opportunities that support Continuous Professional Development.

13. Reference Points

- University of Portsmouth Curriculum Framework Document
- The scholarship and research expertise of academic members of staff
- QAA Code of Practice for the Assurance of Academic Quality and Standards in Higher Education
- Framework for Higher Education Qualifications (FHQE)
- National Qualifications Framework
- National Occupational Standards in Management and Leadership (2012)

14. General Learning Outcomes

Level 7

Master's degrees/Postgraduate Certificates/Postgraduate Diplomas 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

15. Learning Outcomes

Students will be able to demonstrate ability to:

- Take responsibility to plan and manage their learning within the Work-Based Learning Masters Flexible Framework
- Carry out appropriate work-based projects/assignments and a dissertation at PG level
- Identify and apply appropriate learning to carry out in-depth analysis and synthesise ideas
- Research topics to provide insight and understanding as a basis to develop and sustain arguments
- Communicate information in an appropriate manner and at the correct level for the intended audience
- Show originality and self-direction and be able to make and justify sound business decisions.
- Apply learning in the workplace as a basis to support decision making to improve performance
- Create and innovate in designing workplace learning and applying new knowledge.

A. Knowledge and Understanding of:

Postgraduate Certificate (PgCert)

- A.1 The key principles, advanced theories and progressive practices associated with Leadership and Management, and the application of these to achieve strategic aims and advance management practice
- A.2 The role of Leadership and Management within an internal and external context and how it informs, influences and intervenes in organisational change based on rational analysis and critical evaluation as a basis for decision-making including financial analysis and management of IT as well as political and social factors
- A.3 The principles and skills necessary to develop self-direction in the planning and implementation of Leadership and Management learning activities within an organisation and externally in a marketing strategy
- A.4 The National Occupational Management and Leadership Standards (MSC, 2004) which provide the context, and underpin the content of this programme
- A.5 Critically evaluate, synthesise and apply advanced theories and techniques of Leadership and Management within a work-based and business environment context

Postgraduate Diploma (PgDip)

As above and in addition

- A.6 The concepts, theories and frameworks of reflective learning to enable planning and implementation of continuous learning and professional development

Master of Science (MSc)

As above and in addition

- A.7 The philosophy, theory and practice of generating empirical data by research and developing a research proposal
- A.8 Gain new insight and understanding of complex leadership and management issues by design and implementation of a dissertation project based on empirical research

B. Cognitive (Intellectual or Thinking) Skills, able to:

Postgraduate Certificate (PgCert)

- B.1 Demonstrate the ability to gather, integrate and organise materials to critically evaluate its significance to Leadership and Management in organisations
- B.2 Deal with complex issues and make sound judgements based on analysis and critical appraisal
- B.3 Critically evaluate the relevance of theories of Leadership and Management to organisations
- B.4 Demonstrate creativity and originality in the interpretation, application and adaptation of the theories of Leadership and Management
- B.5 Evaluate the implications of Leadership and Management to the development and performance of organisations

Postgraduate Diploma (PgDip)

As above and in addition

- B.6 Synthesise knowledge, understanding and learning to integrate theory and practice from a range of Leadership and Management perspectives to critically evaluate and propose approaches to complex organisational issues
- B.7 The cognitive, critical and intellectual skills of the reflective learner and practitioner, enabling and supporting continuous learning and professional development

Master of Science (MSc)

As above and in addition

- B.8 Critically analyse a complex range of Leadership and Management issues to formulate a research aim and set of objectives to develop an in-depth understanding and gain new insight into the subject field
- B.9 Design and implement a research methodology aimed at generating empirical data to provide new insight and understanding, and to achieve the aims of the research
- B.10 To present the findings of empirical research which adds to the knowledge in the subject field and provides the basis to develop a line of argument

C. Practical (Professional or Subject) Skills, able to:

Postgraduate Certificate (PgCert)

- C.1 Select, and apply relevant models and theories of Leadership and Management to support decision-making
- C.2 Identify and access a range of information from a variety of sources, including academic and professional sources
- C.3 Use critical analysis skills to make sound business judgements that contribute towards improving performance
- C.4 Present findings in a range of formats and media, and at a level that is appropriate to the audience
- C.5 Create and innovate to produce new ways of thinking and approaching organisational issues
- C.6 Deal with and have influence with a range of internal and external people to obtain and exchange ideas and information

Postgraduate Diploma (PgDip)

As above and in addition

- C.7 Influence the planning and implementation of strategies and methodologies to facilitate change and achieve required organisational performance

- C.8 Self-awareness of attitude and behaviour in acquiring new knowledge and learning, and how this influences continuous professional development
- C.9 Awareness of how others may respond to being influenced by information and arguments developed as a result of learning

Master of Science (MSc)

As above and in addition

- C.10 Develop new ways of approaching organisational issues based on a range of information and knowledge, including theories, concepts, and organisational bodies to enable the production and management of empirical data
- C.11 Manage information from different sources and formats, and present data in such a way that is appropriate for purpose and for the audience
- C.12 Create and innovate new concepts, ways of thinking and approaches based on research findings

D. Transferable (Graduate and Employability) Skills, able to:

- D.1 Personal Skills development: KS 5.1, KS 5.2, KS 5.3, KS 5.4
- D.2 Communication: C4.1, C4.2, C4.3
- D.3 Information Technology: IT4.1, IT 4.2
- D.4 Application of numbers: N4.1, N4.2
- D.5 Problem Solving: P4.1, P4.2, P4.3
- D.6 Improving own learning and performance: L4.1, L 4.2, L 4.3, L.4
- D.7 Working with others: W4.1, W4.2, W4.3, W4.4

16. Learning and Teaching Strategies and Methods

Learning will be self-directed and will be guided, facilitated and supported by the University tutors, training providers or 'Partners', employers and mentor. WBL opportunities will provide students with the opportunity and scope to investigate, and learn from current issues, new development and professional developments in Leadership and Management and submit assessment artefacts at Masters-level.

Research Methods learning and teaching through a blended combination of face-to-face and remote learning via study tutors will enable and support students to develop a research proposal as the basis for completing a research-based Investigative Project/dissertation. In doing so, they should be intellectually curious, embrace challenges and seize opportunities for development.

Students will be required to display a range of practical skills as an integral part of the WBL, work-based projects and to think independently, analytically and creatively, and engage imaginatively with new areas of investigation within and across discipline boundaries. The Research Methods and Investigative Project/dissertation at Masters stage will require students to make use of all practical skills, collecting and interpreting data, applying relevant models, organising and controlling resources, producing reports and presenting and justifying results and recommendations. As a result, they should be able to synthesise new and existing knowledge to generate ideas and develop creative solutions of benefit to the economy and society.

17. Assessment Strategy

Assessment is through the demonstration of successful application of theory to practice in the workplace through individual work-based projects and, at the final Masters stage, a research-based Investigative Project/dissertation. This includes the preparation of analytical reports and the investigation and research and analysis of Leadership and Management related work-based issues.

All the cognitive skills, in particular higher level cognitive skills, will be assessed by means of work-based coursework assignments and a research proposal and dissertation at the Masters stage which will necessitate the use of creative thinking and critical evaluation to demonstrate that the learning outcomes have been achieved.

The assessment strategy is based upon the principle that WBL within an academic framework with appropriate tutor and supervisor support can be used to generate assignment artefacts for assessment purposes which are consistent with M-level academic achievement.

The assessment of units at Stages 1 and 2 will be based on criteria that are consistent with the learning outcomes of the units which make up those stages, which are appropriate in terms of M-level content.

The learning outcomes of each WBL unit in Stage 1 and 2 also align with the National Occupational Management and Leadership Standards at senior/middle level management appropriate to these units.

For Stage 1 and 2 units, an assignment proposal will define the learning objectives which will align with the learning outcomes of the unit. The proposals provide an opportunity for formative assessment and feedback by the unit tutor, and the completed WBL assignments provide a basis for summative assessment and further feedback. The WBL assignment is 100% of the mark for each WBL unit.

Stage 3 assessment strategy is based on the students producing two assessment artefacts:

1. An Investigative Project/dissertation proposal (summative assessment) worth 15% and
2. An Investigative Project/dissertation

The Investigative Project/dissertation unit will provide the opportunity for the students to produce a significant work of research at Masters-level and is worth 85% of the total marks for the unit.

All assessment artefacts will have a word-count that is in-line with the assessment regulations.

18. Course Structure, Progression and Award Requirements

See [Unit Web Search](#)¹ for full details on the course structure and units

This programme offers a staged work-based Masters qualification using the integrated flexible Masters framework leading to the award of MSc. The programme is designed to offer flexibility to students and employers. The programme concept and design is based on the National Occupational Management and Leadership Standards.

Students' learning will be self-directed and will take place in the work place, guided and supported by University tutors, and facilitated by their attendance at Leadership and Management Development programmes, sponsored by their employers.

The staged design of the programme means that students are assessed on two units in Stage 1, and successful completion will merit the exit award of Postgraduate Certificate in Leadership and Management (PgCert). Each unit carries 30 credits, giving a total credit value of 60 credits for Stage 1.

In Stage 2, students complete two units, giving a total of 60 units for Stage 2 and an accumulated total of 120 credits for Stage 1 and Stage 2. On successful completion of Stage 1 and Stage 2, students merit the exit award of Postgraduate Diploma in Leadership and Management (PgDip).

Stage 3 comprises of a Research Methods and Dissertation unit (60 credits.) Students who successfully complete Stages 1, 2 and 3 will merit the award of Master of Science in Leadership and Management.

Please note that the duration of stage 3 is 1 year part time. However the time required for final awards to be made may be extended where approvals are required by professional bodies over which the University has no control.

This programme is designed to be attractive to students and employers by providing highly relevant, WBL that will address the needs of the student and their employing organisation. It also provides a credible academic and professional basis for learning and development, being based on the

¹ www.port.ac.uk/unitwebsearch

National Occupational Standards for Management and Leadership, which is the framework that professional bodies such as ILM, CMI and CIPD base the design of their professional qualifications.

One aim of the programme is to encourage and develop links with employers in the region, particularly those employers who currently run, or are planning in running their own management development programmes.

The programme provides an opportunity for employers and individuals to develop their knowledge and skill base, which can assist in developing commitment, loyalty and capability of participants in the programme. This can only enhance participants' professional development opportunities.

19. Employability Statement

The students who join this course are experienced managers and leaders, who are mid-career or may even be about to embark on a second career. This course provides those students with an opportunity to apply their significant expertise and learning achieved in the workplace and elsewhere (many have academic qualifications when they join the course) within an appropriate academic framework, to produce artefacts that can be assessed against suitable criteria at an appropriate level for consideration of awarding postgraduate academic qualifications.

This course is designed to provide students with opportunities to develop and acquire higher-level cognitive skills and capability which are readily transferable and highly desirable in the workplace, particularly by employers who are seeking to employ individuals with the expertise and experience that this course attracts.

Course Management

20. Support for Student Learning

- The Course is managed by a Curriculum Director.
- An induction programme introduces the student to the University and their course.
- Each student has a personal tutor, responsible for pastoral support and guidance.
- University support services include careers, financial advice, housing and counselling and
 - The Academic Skills Unit (ASK)
 - The Additional Support and Disability Advice Centre (ASDAC)
 - Excellent library facilities
- Student course and unit handbooks provide information about the course structure and University regulations.
- Feedback is provided for all assessments.
- Personal Development Planning (PDP) for all awards.
- An appointed dissertation supervisor at Stage 3 of programme

21. Admissions Criteria

A. Academic Admissions Criteria

Non-military applicants must have a CMI Level 7 Diploma in Strategic Leadership & Management and substantial work-experience where responsibility and professional experience at a suitable managerial level can provide evidence of the ability to study successfully at Masters Level.

We will accept military applicants on the basis of Recognised Prior Learning via Rank attained and Work experience therein as follows:

RPL by rank:

- Lieutenant Commander, Major, Squadron Leader or above with two years in rank
120 M level credits

- Warrant Officer 1 or equivalent with 2 years in rank (RAF equivalent is Warrant Officer) 120 M level credits

In the case of former personnel, they should have been out of the Armed Forces for less than 5 years.

Candidates may apply for Recognition of Prior Learning (RPL) with credit earned from a similar accredited programme and where the content maps appropriately against the outcomes of the programme and / or work-based experience that can be matched appropriately against the outcomes of the programme.

B. Disability

The University makes no distinction in its admissions policy with regard to disability and will endeavour to make all reasonable adjustments in order to make it possible for students to study at Portsmouth on a course of their choice.

22. Evaluation and Enhancement of Standards and Quality in Learning and Teaching

A. Mechanisms for Review and Evaluation

- Course Leader's Annual Standards and Quality Evaluative Review
- Head of Subject's Annual Standards and Quality Evaluative Review
- Unit and Course Level student feedback considered at Board of Studies
- Unit Assessment Board consideration of student performance for each programme
- Annual Standards and Quality Reports to Board of Studies, including consideration of Subject and Award External Examiner Reports
- Periodic Programme Review
- Student Representatives and Student/Staff Consultative Committees
- Staff Performance and Development Review
- Peer Review and Development Framework
- Faculty Learning and Teaching Committee

B. Responsibilities for Monitoring and Evaluation

- Unit Co-ordinators for unit content and delivery
- Curriculum Director for day-to-day running of course
- Partner Institution Academic Contact
- Board of Studies with overall responsibilities for operation and content of course
- Head of Subject
- Head of Postgraduate Taught Programmes
- Associate Dean (Academic)
- Associate Dean (Students)
- Quality Assurance Committee
- Unit, Award and Progression Board of Examiners

C. Mechanisms for Gaining Student Feedback

- Student Representation on Board of Studies
- Student Staff Consultative Committees
- Unit and Course level student feedback questionnaires

D. Staff Development Priorities

- Academic staff undertake activities related to research, scholarship, teaching and learning and student support and guidance

- Annual staff performance and development reviews match development to needs
- Managers undertake a variety of management development programmes
- New academic staff required to undertake appropriate University of Portsmouth learning and teaching programmes
- All academic staff encouraged to seek Higher Education Academy membership
- Academic staff undertake initial and continuing professional development within the Academic Professional Excellence Framework (APEX) programme which is aligned with the Higher Education Academy (HEA)'s UK Professional Standards Framework (UKPSF)
- Support staff are encouraged to attend short courses in areas such as minute taking, and specific IT packages

23. Assessment Regulations

The current University of Portsmouth academic regulations will apply to this programme (see [Assessment and Regulations²](#)).

In summary, the main points relating to assessment are as follows but the regulations must be consulted for a full description:

- Unit overall pass mark is 40%.
- Referral is allowed for a student (in all or some assessment components), who has failed a unit or units at the first attempt to limits prescribed in the regulations with unit overall marks capped at 40%.
- Repeat assessment is allowed to students who fail a unit or units after referral. Such students must attempt all the assessment components specified in the assessment schedule and are usually expected to attend all class sessions. On passing the unit, the unit marks will be capped unless the student chooses to repeat the entire stage.
- At the final stage, to limits prescribed in the regulations, units failed at the first attempt may be compensated at the discretion of the Award/Progression Board.
- Special provision may be made in approved Extenuating Circumstances cases, usually by allowing the affected assessment to be undertaken again, as if for the first time.
- Distinction: overall weighted average of 70% from all relevant units
- Merit: overall weighted average of 60-69% from all relevant units.

24. Role of Externals

Subject External Examiners who will:

- Oversee unit assessment and usually attend Unit Assessment Boards
- Review unit assessment strategy
- Sample assessment artefacts
- Present report to Unit Assessment Boards

Award External Examiners (usually also a Subject External Examiner) who will:

- Oversee and attend Award/Progression Boards
- Scrutinise and endorse the outcomes of assessment
- Ensure that the standard of the award is maintained at a level comparable with that of similar awards elsewhere in the United Kingdom

² www.port.ac.uk/departments/services/academicregistry/qualitymanagementdivision/assessmentandregulations/

25. Indicators of Standards and Quality

A. Professional Accreditation/Recognition

None.

B. Periodic Programme Review (or equivalent)

Last completed February 2016

C. Quality Assurance Agency

QAA Higher Education Review, March 2015, judgements about standards and quality meet UK expectations (*for full report see [Higher Education Review of the University of Portsmouth, March 2015](#)*³).

D. Others

None.

26. Further Information

Further information may be found in:

- Student Handbook
- University of Portsmouth Curriculum Framework Document
- University of Portsmouth Prospectus
- [University of Portsmouth](#)⁴ and [Organisation Studies and Human Resource Management](#)⁵ websites
- [The National Occupational Standards for Management and Leadership](#)⁶, MSC, 2008

³ www.qaa.ac.uk/en/ReviewsAndReports/Documents/University%20of%20Portsmouth/University-of-Portsmouth-HER-15.pdf

⁴ www.port.ac.uk/

⁵ www.port.ac.uk/organisation-studies-and-human-resource-management/

⁶ www.management-standards.org/standards/standards