

LEEDS BECKETT UNIVERSITY

# Course Specification

MSc Management and Leadership  
(MSMAL)

2017/18

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## Record of Enhancement

<b>No.</b>	<b>Detail of modification</b> (Provide a brief description of the modification and where the Course Specification has been updated)	<b>Date Effective</b> (Indicate the academic year of entry and course level(s) to which the modification will apply)
1-1	Assessment for Critical Perspectives in Leadership & Governance amended from 10:40:50 to 40:60. Temporary change due to small cohort Course level modification, signed off 21/03/17 to be reported to School Academic Committee April 17.	School Academic Committee April 17.
1-2	Assessment for Critical Perspectives in Leadership & Governance reverted back from 40:60 to 10:40:50 as above. September 17	September 17
1-3	CAT updates applied to sections 35, 36, 44, 45 - to embed the 16-21 Education Strategy.	Translation exercise, February 2017.
	Document converted to Course Spec	August 2017

## Version Control

For completion by Quality Assurance Services only	
<b>Next Re-validation date</b>	
<b>Version Control</b>	
Version number and date effective	

## Target award, course title and programme code:

MSc Management and Leadership MSMAL

Level of qualification: Level 7

## Course Rationale and Philosophy:

The MSc Management and Leadership targets the large number of graduates with a non-business degree background who wish to take up a career in business, in addition to students with a business management degree looking to achieve a management based Masters Award.

The course continues to offer an opportunity to Arts, Humanities, Science, and Engineering graduates wishing to take up a career in the business and management world, or students who wish to supplement their existing qualifications with a business focused Master's degree.

The MSc Management and Leadership offers non-business graduates the opportunity to achieve a high-level business qualification. The added advantage is they do not need work experience to enter the programme (as opposed to entry onto an MBA).

Additionally, it is recognised that applicants with a business or management degree background, particularly pre experiential students, may wish to pursue a PG Masters course offering a central focus on, and sound basis of, core business management subjects and principles.

On a course that is perceived as being strong in both academic and practical career supporting value, there is also an argument that a mixture and balance of business and non-business graduates should help provide a positive student learning experience, and may also help redress the balance between overseas and UK based students taking the course.

This benefit of the award to business graduates will be that it will provide students with a programme of advanced and challenging study in management fields which allows them to build upon existing qualifications and experience. The MSc Management and Leadership thus seeks to enhance student personal and interpersonal competencies, intellectual skills and self-motivation through a process involving problem solving, collaborative working, participative and reflective learning.

The 'Leadership' pathway partners the core Management modules of Contemporary Marketing; Managing Financial Resources; Management, People & Organisations plus Corporate Strategy with specialist modules which will focus on both personal

and organisational leadership development and effectiveness. The Dissertation will be focused on a leadership area.

MSc Management will also aim to help students to make the transition to Postgraduate study. This transition is about being a sophisticated, independent and critical thinker using knowledge in a professional and critical context. The programme will support students' development so that by the end of the programme they will be confident enough to apply their knowledge in a range of complex situations. The programme will prepare students for a range of further development opportunities whether this be further study, professional development or a future career.

## Overview and Aims

The course aims of the MSc Management and Leadership are:

- 1) To equip graduates with management skills necessary to manage:
  - people and their performance
  - the business
  - crises and change
  - projects and the associated risksas well as develop strategies to deal with global challenges and the choices facing the business.
- 2) To meet the increasing demand of graduates who want to develop knowledge and skills in Management and Leadership and boost their marketability by acquiring a master's qualification.
- 3) To provide a critical understanding of the body of academic knowledge relevant to leadership and its application in practice

## Course Learning Outcomes:

At the end of the course, students will be able to:

<b>1</b>	Critically evaluate, synthesise and apply advanced and contemporary theories, debates and techniques to a range of complex and open ended issues, problems and situations from a global perspective.
<b>2</b>	Demonstrate a critical, ethical and reflective approach to leadership in their professional / subject / work domain.
<b>3</b>	Learn interdependently and independently and demonstrate career and continuing professional development within the fields of management and leadership.
<b>4</b>	Critically apply with a degree of creativity and sophistication, intellectual, transferable and subject / professional skills to a range of complex and open-ended business problems and situations, demonstrating an ethical mind-set.
<b>5</b>	Make informed judgements and decisions, in areas relating to management and leadership, in the absence of complete data.
<b>6</b>	To effectively carry out a dissertation project, which will involve secondary and primary research with due regard to ethical considerations and research methodologies.

## Level Learning Outcomes:

PG Cert:

<b>1</b>	Critically evaluate, synthesis and apply advanced and contemporary theories, debates and techniques to a range of complex and open ended issues, problems and situations from a global perspective.
<b>2</b>	Demonstrate a critical, ethical and reflective approach to leadership in their professional / subject / work domain.

PG Dip (the above Level Learning outcomes for PG Cert plus):

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<b>3</b>	Learn interdependently and independently and demonstrate career and continuing professional development within the fields of management and leadership.
<b>4</b>	Critically apply with a degree of creativity and sophistication, intellectual, transferable and subject / professional skills to a range of complex and open-ended business problems and situations, demonstrating an ethical mind-set.
<b>5</b>	Make informed judgements and decisions, in areas relating to management and leadership, in the absence of complete data.

MSc (the above Level Learning Outcomes for PG Cert & PG Dip plus):

<b>6</b>	To effectively carry out a dissertation project, which will involve secondary and primary research with due regard to ethical considerations and research methodologies.
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## Course Structure

### Level 7

This course provides within a core framework of management modules, Managing Financial Resources, Corporate Strategy and Contemporary Marketing and Management, People & Organisations and then two specialist Leadership modules.

Semester one includes one module which examines some of the broader issues around management and leadership. The general management modules also contain important functional skills around marketing and finance. All leader need to have a good broad understanding of these key functional activities

Semester 2 builds upon the management principles explored in MPO with modules in Corporate Strategy (leading organisations) and Critical Perspectives in Leadership and Governance and LSCF which will stretch learners' thinking to challenge key principles and theories and be able to evaluate and apply they to different situations.

The final semester requires the completion of a dissertation focused on a leadership area aimed at those seeking to solve real business problems through experiential learning, via deep academic research and critical appraisal.

Students undertaking this pathway will need to undertake a dissertation or commercial project on a topic relevant to the pathway.

Part time students will study the programme for 24 months as opposed to 12 months for the full time route.

Semester 1	Core (Y)	Semester 2	Core (Y)
Contemporary Marketing (20)	Y	Corporate Strategy (20)	Y
Management, People and Organisations (20)	Y	Leadership, Self and Creating the Future (20)	Y
Managing Financial Resources (20)	Y	Critical Perspectives in Leadership and Governance (20)	Y
Semester 3			
Dissertation (60) <i>or</i> Live Commercial Project (60)	Y		

### Contained awards available:

Award	Title	Level	Credits
PG Dip	Management and Leadership	7	120
PG Cert	Management	7	60

### Length and status of programme and mode of study:

Length (years)	Status (FT/PT)	Mode (campus based/DL or other)
1	FT	Campus based
2	PT	Campus based

## Learning and Teaching

### Learning and Teaching Approaches

The course team puts students at the centre of the course activities by providing a flexible and relevant curriculum with excellent teaching and learning. Team members are committed to the development of their own areas of professional practice and specialisms and this contributes hugely to the quality of learning and teaching experienced by students.

This course is concerned with the practical application of theory to a working environment and the opportunity for students to think about, discuss and where possible relate theory to practice.

Students are exposed to a variety of learning & teaching approaches. Across the core they can expect to experience formal lecture delivery, interactive seminars and workshop activity. They are challenged to deliver and present their research and analysis of (paper, virtual and video-based) case study material individually and in groups. Considerable emphasis is placed upon filming/recording such activity to improve the assessment and feedback process – both formative and summative.

Care has been taken to look across the core to balance individual and group-based work. The overarching approach for teaching and learning focuses on three areas: Progress and Retention; Student Satisfaction; and student employment. These overarching themes form part of the annual monitoring process.

There is a strong focus on employability with a clear theme of applied learning so students will critically analyse the approach to /practice of Management and Leadership within genuine case examples. As befits a post-graduate programme there is also a clear emphasis on individual research and independent study. We expect our students to be active participants in their learning journey and not passive recipients.

The programme team understand that students who enter the programme have a diverse background so there will be an emphasis on academic and study skills early on in the programme to equip students with the skills they need to be successful. This will be delivered through an intensive induction programme and follow up personal tutor meetings and focus groups. The induction will set the foundation for the rest of the programme by providing a focus on the skills needed to be a critical and independent learner.

### **Learning and Teaching Activities**

A mix of lectures, tutorials and on-line resources is designed to encourage a community of learning which invites and enables all participants to engage in discussions, to be visible, valued and respected for their individual contribution.

The teaching and learning strategy to be used by each module is given in the module specifications as set out in the Module Specifications. Further to this, the MSc Management and Leadership will utilise the opportunities offered by the experiential diversity of its intakes to enhance its students learning experience.

The modules use a variety of methods; typically, each module will consist of a mix of tutorials, group and individual activities, workshops and case study analysis where



appropriate students will be given opportunities to relate the material covered to the organisational practices.

Modules at this level will be characterised not only by the inclusion of more advanced knowledge, but also by being more open-ended in the realistic situations in which students are required to identify and tackle problems. The progressive problem solving philosophy, together with the complementary encouragement of independent learning, will shift the mix of work away from that done in class and towards that done outside.

Study at this level will leave students with a thorough understanding of academic research and be able to transfer that research to real world applications and diverse and complex situations.

### Use of the Virtual Learning Environment

All modules make use of the university's VLE facilities (MyBeckett). There is a standardised approach to ensure consistency, with all modules using the VLE for:

- Lecture slides and notes
- Seminar materials
- Module documents including Module Handbook and Assessment details
- Online activities and quizzes to support seminars
- Web links and references for further reading
- Contact details for teaching staff
- Provisional mark list and generic feedback

Announcements are made on the portal to inform students of university-wide events, and group announcements are also made using this medium. Staff use the university email system to contact individual students, seminar groups and year cohorts. Students' individual timetables are provided through the VLE. Modules all provide a "MyBeckett" site designed to meet at least the minimum design expectations of the university e.g. lecture slides, seminar questions, etc.

From the Learning Technologist's perspective:

Communication enhances students' experience and allows greater levels of student satisfaction to be achieved. As professional educators the university staff use and endorse tools such as those above in order to promote their use in the workplace by our graduates as a part of their daily routine.

## Use of Blended Learning

Students will have access to the programme's "MyBeckett" site together with additional online support through the university library and Skills for Learning.

This is designed to complement face-to-face teaching for classroom-based students, whether full-time or part-time.

## Student Support Network

If you have a question or a problem relating to your course, your Course Administrator is there to help you. Course Administrators work closely with academic staff and can make referrals to teaching staff or to specialist professional services as appropriate. They can give you a confirmation of attendance letter, and a transcript. You may also like to contact your Course Rep or the Students' Union Advice team for additional support with course-related questions.

If you have any questions about life at our University in general, call into or contact the Student Hub on either campus to speak to our Student Experience Team. This team, consisting of recent graduates and permanent staff, are available to support you throughout your time here. They will make sure you have access to and are aware of the support, specialist services, and opportunities our University provides. There is a Student Hub on the ground floor of the Rose Bowl at City Campus and one in Campus Central at Headingley. You can also find the team in the Gateway in the Leslie Silver Building at City Campus. The telephone number is 0113 812 3000, and the e-mail address is [StudentHub@leedsbeckett.ac.uk](mailto:StudentHub@leedsbeckett.ac.uk).

Within MyBeckett you will see two tabs (Support and Opportunities) where you can find online information and resources for yourselves. The Support tab gives you access to details of services available to give you academic and personal support. These include Library Services, the Students' Union, Money advice, Disability advice and support, Wellbeing, International Student Services and Accommodation. There is also an A-Z of Support Services, and access to online appointments/registration.

The Opportunities tab is the place to explore the options you have for jobs, work placements, volunteering, and a wide range of other opportunities. For example, you can find out here how to get help with your CV, prepare for an interview, get a part-time job or voluntary role, take part in an international project, or join societies closer to home.

## Assessment Strategy

The course adopts an assessment strategy in line with the University's Postgraduate Course Development Principles. This has been designed to provide a balance of assessment within the assessment diet together with progressive learning during the programme. The programme employs both formative and summative assessment – based in turn upon individual and group work.

The course team recognises the need for an assessment regime that links to the course aims and permits students to demonstrate their knowledge and skills development.

### **Feedback on Assessed Coursework**

Feedback is delivered both orally in a classroom situation (e.g. in response to an analysis of a case study question) and through written commentary on formative and summative assessments.

Assessment grids are included within each Module Handbook that allow the student to see where he/she stands in terms of the learning outcomes of a given assignment and these are supplemented by annotations in the text of the assignment itself and the provision of additional commentary on the assessment sheet itself.

The majority of coursework assessments are submitted via Turnitin and so students are provided with annotated feedback on their scripts electronically.

All module leaders also provide generic feedback to all students at the end of the module but before final results are released.

## Module Assessment Methods (core modules only)

Module Titles	Poster	Coursework	Practical	Vlog	Individual time Constrained	Exam	Dissertation / Major Project	Practical skills assessment	Set Exercise
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### Level 7

Leadership, Self and Creating the Future		✓	✓						
Managing Financial Resources		✓				✓			
Contemporary Marketing		✓		✓	✓				
Corporate Strategy	✓	✓							
Critical Perspectives in Leadership and Governance		✓	✓						
Management, People and Organisations		✓	✓						
Dissertation							✓		
Live Commercial Project							✓		

### Employability and Professional Context:

This course is aimed primarily at graduates from a non-business background with no (or very little) work experience. The course is suited to students who have either just graduated, or have recently graduated.

The course is also attractive to more experienced/mature students who may wish to enhance or develop their careers in a slightly different or new direction. Students from previous cohorts have used the programme to stimulate a change in career direction, for example a social worker used the course to move into a career in management and a soldier used the course to draw together his experiences in management and logistics to develop a career in Project Management. Students are able to use the University Careers Office who assistance in areas such as CV preparation and Networking to assist with future career development.

Experience since the last periodic review has indicated that the course has attracted a reasonable level of interest from business graduates looking to take a PG Masters which provides a sound grounding in business management principles, practice and practical relevance, and in particular to enhanced career prospects or progression.

Therefore, the course now also targets this market sector – in particular those with no or limited pre experience, who will be unlikely to enter an MBA programme.

The MSc Management and Leadership does not require professional experience although it is open to young professionals who have been working for some time, mostly up to a year.

The MSc Management and Leadership programme will provide students with a business qualification that will act as a pathway to a number of managerial roles across a wide range of business sectors. The programme provides the basis for further development across a range of professional areas such as business leadership and human resources as well as further academic study (PhDs for example). The programme will aim to prepare you for a range of opportunities after graduation whether they be academic or professional.

MSc Management and Leadership has a recognisable identity based on a prescribed structure with fixed entry and exit points and a full-time but flexible mode of delivery. A number of elements in particular distinguish MSc Management and Leadership from other Business & Management programmes at Masters level, including:

- The recognition that students who have no prior business knowledge, need to progress very quickly in the development of their awareness and critical understanding of management concepts and issues. Similar progress needs to occur in the development of the business skills and competence they need to function successfully in a business career.
- The emphasis placed on the importance of recognising the role of inter-relation of functional areas of business and the impact of different dynamic environments

### **Reference Points used in course design and delivery:**

All our courses leading to Leeds Beckett University awards have been designed and approved in accordance with UK and European quality standards. Our courses utilise the Frameworks for Higher Education Qualifications (FHEQ) and where relevant subject benchmarks (where these are available) and professional, statutory and regulatory body requirements (for professionally accredited courses).

We review our courses annually and periodically, responding to student feedback and a range of information to enhance our courses. Our University is also subject to external review by the Quality Assurance Agency. Our latest report can be found on the QAA web site at <http://www.qaa.ac.uk/reviews-and-reports>

We appoint External Examiners to verify that our University sets and maintains standards for awards which adhere to relevant national subject benchmark statements and the Framework for Higher Education Qualifications (UK), ensure standards and student achievements are comparable with other Higher Education Institutions in the UK, with which they are familiar, and ensure that assessments measure achievement of course and module learning outcomes and reach the required standard. External Examiners may also provide feedback on areas of good practice or potential enhancement.

### **Staff Teaching on the Course:**

You can find details of our highly qualified permanent teaching staff on our website, who are involved in teaching, research and administration associated with the course.

### **Regulatory Exemption details:**

This course adheres to the Academic Principles and Regulations set out by the University. Awards of distinction and merit may be made to students who meet the following criteria:

#### **Distinction**

The award of a distinction may be made to those students who have attained:

- an average of 70% or more in assessments contributing to the final award.

#### **And/or**

- at least half of all taught modules at the level of distinction in assessments contributing to the final award plus a dissertation at distinction.

#### **Merit**

The award of merit may be made to those students who have attained:

- an average of 60% or more in assessments contributing to the final award.

#### **And/or**

- at least half of all taught modules at the level of merit in assessments contributing to the final award plus a merit at merit.

