

Hertfordshire Business School

Title of Programme: BA (Hons)/Graduate Diploma Leadership and Professional
Development

Programme Code: BSUALPD

For Collaborative: External Validation at University Campus St Albans

Programme Specification

This programme specification is relevant to students entering:

01 September 2021

Associate Dean of School (Academic Quality Assurance):

Veronica Earle

Signature



A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

Summary of amendments to the programme:

Section	Amendment

If you have any queries regarding the changes please email AQO@herts.ac.uk

Programme Specification BA (Hons) Leadership and Professional Development

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

Section 1

Awarding Institution/Body	University of Hertfordshire
Teaching Institution	University Campus St Albans (UCSA)
University/partner campuses	University Campus St Albans (UCSA)
Programme accredited by	Not applicable
Final Qualification	BA (Honours) / Graduate Diploma
All Final Award titles (Qualification and Subject)	Leadership and Professional Development
FHEQ level of award	6
UCAS code(s)	Not applicable (part-time only)
Language of Delivery	English

A. Programme Rationale

The programme is designed for those working within the private, public and not-for-profit sectors who are interested in developing their own knowledge, capabilities and effectiveness to enhance their leadership capacity. This programme is specifically designed for students who are typically already in employment within a leadership or management role. It is also open to those who are seeking advancement into these roles and seeking to enhance their career prospects through progression from Foundation Degree or an equivalent qualification to gain an honours degree.

The programme covers key topics related to Leadership and Professional Development, and students are expected to relate these to the specific professional contexts within which participants operate.

Students are required to assume a significant degree of responsibility for identifying and negotiating the focus and pursuit of their studies in terms of the application to work related issues in their substantive work-related project.

The programme is part time delivered over one year across three semesters in one extended academic year. Assessment arrangements have been designed to support and complement professional and personal development through an individually negotiated, year-long project, which should be directly related to the individual participant's workplace and professional role. The programme combines both taught modules with work related learning and assessment.

This programme is focused on:

- developing and enhancing the leadership capacity of managers and other professionals across a diverse range of roles within the private, public and not for profit sectors.
- enabling individuals to develop a greater insight into their leadership strengths
- enabling employers to benefit from practical solutions to change leadership and an enhanced ability to retain and develop top talent.
- attracting talented individuals seeking a challenging programme with assessments related their own real-life work projects and who are committed to their own professional development

The programme aims to offer a progression route for people who either:

- have substantial experience in a management or leadership role but do not have formal academic qualifications, and seek to have their experience recognised and accredited
- wish to acquire a Leadership related qualification in addition to their professional/technical qualifications at degree level by undertaking the Graduate Diploma
- have attained professional qualifications in business, management or leadership (e.g. with the Institute of Leadership and Management; Chartered Management Institute at level 5) and seek to progress their qualifications to level 6
- have a Foundation Degree or a Higher National Diploma and on the basis of their current role wish to top up to this particular degree.

There is a supported application process to assess whether professional work experience is equivalent to the academic entry requirements. Applicants without formal accredited learning, will if suitable, undertake a supported and structured process, including both workshops and one to one support to develop a portfolio in order to recognise and accredit their prior experiential learning. This must be successfully completed before entry onto the one-year course.

The structure of the programme is designed such that:

- Semester A - there is one 30 credit module and one 15 credit module.
- Semester B – there is one 30 credit module
- Semester B and C one 45 credit module

On completion of the honour's degree, students with the qualification would typically be eligible for progression to Masters level.

B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in [UPR TL03](#).

Additionally, this programme aims to:

- Enable students to develop and enhance their career in a diverse range of roles across the private, public and not for profit sectors.
- Provide students with a set of skills, knowledge and tools that enables them to develop and extend their leadership role in any environment
- Facilitate the development and application of skills in: leading people and projects; developing and executing organisational strategy; maximising their own influence and impact; creatively solve

problems; leading change; managing their own professional self-development and developing an enhanced self-awareness.

- Provide students with high quality experiential learning opportunities, to facilitate students' outcome and action orientation; their ability to get better results from limited resources; and their leadership, presentation and team-working skills
- Develop students' transferable and intellectual skills and to enable them to become independent learners

C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced to the QAA benchmark statements for Business and Management (2019) and the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014) and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding	Teaching and learning methods	Assessment strategy
<p>A1-Models, concepts and theories relevant to organisational change, leadership and strategy development.</p> <p>A2-The relationship between organisational culture and the achievement of leadership objectives.</p> <p>A3-The role of critical reflection in professional development.</p> <p>A4-Ethics in organisational, research and personal contexts.</p>	<p>A combination of lectures, workshops, tutorials, coursework, case studies, simulations, web technologies, work related application, and project work.</p>	<p>Coursework in the form of written assignments, reports, portfolios, presentations, learning journals and professional discussions.</p>
Intellectual skills	Teaching and learning methods	Assessment strategy
<p>B1-Explore, analyse and manage uncertainty and ambiguity in organisational contexts to support evidence-based decision making.</p> <p>B2-Critically evaluate leadership practice using recognised theories, research and concepts in own context.</p> <p>B3-Think creatively about organisational issues in order to develop new insights and solutions to support implementation.</p>	<p>Intellectual skills are developed throughout the programme by the methods and strategies outlined in section A, above. Throughout the programme the learner is encouraged and supported to develop skills through independent study and the application of critical reflection.</p>	<p>Coursework, which is both formative and summative, in the form of written assignments, reports, portfolios, presentations, learning journals and professional discussion.</p>

B4-Develop research skills to support personal, professional and organisational development.		
Practical skills	Teaching and learning methods	Assessment strategy
C1-Develop capacity to lead and influence others. C2-Develop others to maximise their full impact and potential. C3-Communicate effectively with diverse groups of stakeholders. C4-Develop and implement strategies to achieve personal, professional and organisational objectives.	Practical skills are developed throughout the programme by methods and strategies outlined in A and B above.	Practical skills are assessed through coursework assignments, case study reports, reflective logs, presentations and reports.
Transferable skills	Teaching and learning methods	Assessment strategy
D1-Communicate effectively using a range of methods. D2-Develop an awareness of self and others in a leadership context. D3-Critically appraise own personal, professional and leadership capabilities in order to reflect on future professional development needs.	Transferable skills are developed throughout the programme by the methods and strategies outlined in sections A, B and C above. Throughout, the learner is encouraged to develop transferable skills by maintaining a personal record (e.g. a learning journal) and developing and updating appropriate personal development plans.	Transferable skills are assessed through coursework assignments, case study reports, reflective logs, presentations and reports.

D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in part-time mode over 3 semesters using the extended academic calendar. Successful completion either leads to the award of a BA Leadership and Professional Development with Honours or if a first-degree holder, a Graduate Diploma Leadership and Professional Development.

Entry is at level 6 for both routes. Those without formal academic qualifications will need to have their experience assessed via the Accreditation of Prior Learning process.

Professional and Statutory Regulatory Bodies

Accredited with the Institute of Leadership and Management

Work-Based Learning, including Sandwich Programmes

N/A

Erasmus Exchange programme

N/A

Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the Honours award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

Mode of study Part-Time- BA (Hons) /Graduate Diploma Leadership and Professional Development

Entry point Semester A

Level 6

Compulsory Modules	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Module Title							
Leading and Influencing People	6FBS2024	30	English	0	100	0	A
Leadership and Professional Development Project 1	6FBS2025	15	English	0	80	20	A
Leading Change in Organisations	6FBS2023	30	English	0	100	0	B
Leadership and Professional Development Project 2	6FBS2026	45	English	0	80	20	BC

The award of an honours degree requires 360 credit points, with at least 240 credit points at level 5 or above, of which at least 120 credit points must be at level 6. An unclassified degree requires 300 credit points, with at least 180 credit points at level 5 or above, of which at least 60 credit points must be at level 6.

The award of a graduate diploma requires 120 credits at level 6. The award of a graduate certificate requires 60 credits at level 6.

Honours classification

The University has approved structure and assessment regulations common to all programmes. Full details are provided in [UPR AS14](#), Section D.

Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
BA (Hons)	Leadership and Professional Development	360 credit points including 240 at level 6/5 of which 120 must be at level 6	6	All programme learning outcomes (see Table 2)
Graduate Diploma	Leadership and Professional Development	120 credits at Level 6, of which at least 90 must be at Level 6, no more than 15 below Level 5 (and with a min. of 30 UH credits passed at Level 6)	6	All programme learning outcomes (see Table 2)

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
BA	Leadership and Professional Development	300 credit points including 180 at level 6/5 of which 60 must be at level 6	6	All programme learning outcomes (see Table 2) except A4, B4 and C4
Graduate Certificate	Leadership and Professional Development	60 UH credits at Level 6 *	6	All programme learning outcomes (see Table 2) except A4, B4 and C4

Programme-specific assessment regulations

The programme complies with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) and [UPR AS14](#)) with the exception of those listed below, which have been approved by the University:

- All assessment offences and academic disciplinary matters will be subject to the relevant University of Hertfordshire policies and procedures. Any such will be referred to the University of Hertfordshire and processed accordingly by the relevant person, as delegated by the Dean of the Hertfordshire Business School.
- All work undertaken by students is subject to the University of Hertfordshire Ethics Policies and Guidance.

- The Graduate Certificate is a 'fallback' award for those on the Graduate Diploma programme. To qualify for this award, students would need to gain 60 University of Hertfordshire credits from this programme, in any combination of the three modules specified.

E. Management of Programme & Support for student learning.

Management

The programme is managed and administered through:

- Dean of the Hertfordshire Business School
- Associate Dean of School (AQA) who has responsibility for programmes in the Hertfordshire Business School (HBS)
- Executive Director of HE (UCSA) who has delegated responsibility for the overall leadership of the programme
- UCSA Programme Leader responsible for the day to day management of this programme and admissions
- Module Leaders who are responsible for individual modules
- A Collaborative Partnership Leader based at the Hertfordshire Business School
- The UH Collaborative Partnerships Lead;
- A designated UCSA administrator to deal with day to day administration associated with the programme;
- A designated UH administrator (CPU);
- A programme committee, the membership of which includes student representatives from each level of study and key members of the teaching team.

Support

- An UCSA Programme Leader and personal tutor
- Student programme handbook to explain the programme and give calendar of events for an academic year
- An Induction week at the beginning of the programme and induction sessions at the start of each following semester
- UCSA specialist academic skills support tutor
- UCSA specialist disability needs support tutor
- An UCSA Programme Administrator to deal with day to day administration with the programme
- Canvas, a versatile on-line inter-active intranet and learning environment
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in Learning Resources Centres
- A substantial Student Centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support etc.
- Office of Dean of Students, incorporating Chaplaincy, Counselling and Nursery
- Medical centre
- The Students' Union
- A Careers Service

F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;
- A Module Guide for each constituent module.

The [Ask Herts](#) website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: <http://www.herts.ac.uk/secreg/upr/>. In particular, [UPR SA07](#) 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at:

<https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>.

Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF panel's report and conclusions can be accessed at:

<https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#/provider/10007147>

G. Entry requirements

The normal entry requirements for the BA are:

- Successful completion of a Foundation Degree, HND, Dip HE or equivalent study at Higher Education level to 240 credits (with a minimum of 120 credits at level 5, or above). Students are also expected to have relevant work experience

Or

- Entry for those who have substantial work experience (normally at least 3 years in a management role), shall be approved using procedures for Accredited Prior Experiential Learning (APEL) in accordance with the UH Flexible Credit Framework (FCF).
- All applicants are normally expected to have GCSE English Language at Grade C and Maths at Grade C (Grade 4 for both if completed from 2017 onwards). However, the University of Hertfordshire is committed to welcoming students with a wide range of qualifications and levels of experience. We have a flexible approach to admissions and each applicant will be considered on an individual basis taking account their prior work

experience. A minimum IELTS score of 6.0¹, or a qualification recognised as equivalent by the University on its website at <https://www.herts.ac.uk/international/entry-requirements>, will be accepted as an alternative to GCSE English Language at grade C.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in [UPR SA03](#)), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

The normal entry requirements for the Graduate Diploma Leadership and Professional Development are:

- An undergraduate degree. Students are also expected to have relevant work experience.

If you would like this information in an alternative format, please contact: Eli Jacobs, Collaborative Partnership Leader (e.jacobs@herts.ac.uk).

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

¹ IELTS at no lower than 5.5 in each band

BA (Hons)/Graduate Diploma Leadership and Professional Development

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)															
		Knowledge & Understanding				Intellectual Skills				Practical Skills				Transferable Skills			
Level 6	Module Title	Module Code	A1	A2	A3	A4	B1	B2	B3	B4	C1	C2	C3	C4	BA D1	D2	D3
	Leading and Influencing People	6FBS2024	√	√		√	√	√		√	√	√	√		√	√	√
	Leadership and Professional Development Project 1	6FBS2025	√		√	√		√		√	√			√	√	√	√
	Leading Change in Organisations	6FBS2023	√	√			√	√	√	√	√		√		√		
	Leadership and Professional Development Project 2	6FBS2026	√	√	√	√		√	√	√	√	√	√	√	√	√	√

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

- A1-Models, concepts and theories relevant to organisational change, leadership and strategy development.
- A2-The relationship between organisational culture and the achievement of leadership objectives.
- A3-The role of critical reflection in professional development.
- A4-Ethics in organisational, research and personal contexts.

Intellectual Skills

- B1-Explore, analyse and manage uncertainty and ambiguity in organisational contexts to support evidence-based decision making.
- B2-Critically evaluate leadership practice using recognised theories, research and concepts in own context.
- B3-Think creatively about organisational issues in order to develop new insights and solutions to support implementation.
- B4-Develop research skills to support personal, professional and organisational development.

Practical Skills

- C1-Develop capacity to lead and influence others.
- C2-Develop others to maximise their full impact and potential.
- C3-Communicate effectively with diverse groups of stakeholders.
- C4-Develop and implement strategies to achieve personal, professional and organisational objectives.

Transferable Skills

- D1-Communicate effectively using a range of methods.
- D2-Develop an awareness of self and others in a leadership context.
- D3-Critically appraise own personal, professional and leadership capabilities in order to reflect on future professional development needs.

Section 2

Programme management

Relevant QAA subject benchmarking statements	Business and Management (2019)
Type of programme	Undergraduate
Date of validation/last periodic review	April 14
Date of production/ last revision of PS	March 2020
Relevant to level/cohort	Level 6 entering September 2021
Administrative School	Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSUALPD	BA (Hons) Leadership and Professional Development	100088 (50%) 100089 (50%)