University of Hertfordshire UH

Hertfordshire Business School

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

Programme Code: BSUALPD

For Collaborative: External Validation at University College St Albans

Programme Specification

This programme specification is relevant to students entering:
 03 September 2018

Associate Dean of School (Academic Quality Assurance):
 Denise Ball

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 calendar 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. The formal teaching is delivered at both Oaklands College on Fridays and on Saturdays at the University of Hertfordshire Business School.

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 programme is flexibly structured to enable a student to commence their studies in September or January. The structure of the programme is designed such that there are two 30 credit modules and one year-long 60 credit work related project delivered over three semesters in the year (using the extended academic year).

On completion of the honours 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 (2015) 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 of:	Teaching/learning methods & strategies	Assessment
A1. Approaches, models, concepts and theories relevant to organisational change, leadership and strategy implementation. A2.The relationship between organisational culture and the achievement of leadership objectives. A3. The influence of structure, process and people on organisational change.	Acquisition of knowledge and understanding is through a combination of lectures, workshops, tutorials, coursework, case studies, simulations, web 2.0 technologies, work related application and project work.	Knowledge and understanding are assessed through coursework in the form of essay assignments, project reports, portfolios and presentations.
Intellectual skills - able to:	Teaching/learning methods & strategies	Assessment
B1. Explore and manage uncertainty and ambiguity in leadership related contexts and make decisions based on competing perspectives. B2. Integrate and critical evaluate theories, research and concepts applied to leadership in practice. B3. Think creatively about issues and develop innovative solutions that support implementation strategies. B4. Develop research skills and apply these to professional issues. B5. Appreciate both organisational and personal ethics and the challenges of Corporate Social Responsibility (CSR). B6. Be an active, critical, reflective and independent thinker.	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 further through independent study.	Intellectual and cognitive skills are assessed through coursework, which is both formative and summative, in the form of essay assignments, project reports, portfolios and presentations.

Practical skills - able to:	Teaching/learning methods & strategies	Assessment
C1. Develop their ability to lead, motivate and inspire others to contribute to the organisational vision. C2. Build, develop and sustain relationships with internal and external stakeholders. C3. Develop individuals and teams to maximise their full impact and potential. C4. Communicate effectively across a wide range of audiences that demonstrates an ability to build rapport, influence and motivate others. C5. Implement strategies to achieve 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 project reports.
Transferable skills - able to:	Teaching/learning methods & strategies	Assessment
D1. Communicate confidently and effectively, both orally, in writing and on line. D2. Make effective use of psychological concepts (e.g. Emotional Intelligence) to develop a greater awareness of both self and others. D3. Critically appraise own leadership capabilities, and be reflective about 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 record of evidence and completing a personal development plan.	Transferable skills are assessed through coursework assignments, case study reports, reflective logs, presentations and project 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. There are 2 intakes a year in either January or September.

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 pathway for BA (Hons) /Graduate Diploma Leadership and Professional Development

Entry point Semester A

Level 6

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Leadership and Influencing People	6FBS1500	30	English	0	100	0	A
Leadership Change and Organisational Development	6FBS1499	30	English	0	100	0	B
Leadership and Professional Development Project 1	6FBS1638	15	English	0	80	20	ABC
Leadership and Professional Development Project 2	6FBS1639	45	English	0	80	20	ABC

Entry point Semester B

Compulsory Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Leadership Change and Organisational Development	6FBS1499	30	English	0	100	0	B
Leadership and Influencing People	6FBS1500	30	English	0	100	0	A
Leadership and Professional Development Project 1	6FBS1638	15	English	0	80	20	ABC
Leadership and Professional Development Project 2	6FBS1639	45	English	0	80	20	ABC

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.

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)

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Graduate Certificate	Leadership and Professional Development	60 UH credits at Level 6 *	6	*For named awards, list all relevant learning outcomes, e.g. A1, A3, A4, B1, B2, C1, C5, D1, D2, D3* **OR** *For untitled awards:* See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm
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	*For named awards, list all relevant learning outcomes, e.g. A1, A3, A4, B1, B2, B6, C1, C5, D1, D2, D3, D6* **OR** *For untitled awards:* See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm
BSc/BA	Leadership and Professional Development	300 credit points including 180 at level 6/5 of which 60 must be at level 6	6	*List all relevant learning outcomes, e.g. A1, A3, A4, A5, B1, B2, B6, C1, C2, C3, C5, D1, D2, D3, D4, D5, D6*

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:
- The Dean of School
- The Head of UK and International collaborations (HBS)
- The Director of Higher Education (UCSA)
- The Link Tutor, based at the University of Hertfordshire to provide support and facilitate communication between the University and UCSA
- The course leader who is responsible for the day to day management and who advise students on the programme as a whole. The Course Leader has specific responsibility for open days and selection.
- Designated administrators to deal with day to day administration associated with the programme
- Module Coordinators who are responsible for individual modules
- A programme committee, the membership of which includes student representatives from each level of study and key members of the teaching team

Support
Students are supported by:
- A course leader to help students understand the programme structure
- A course leader and module leader to provide academic and pastoral support
- An induction programme at the beginning of each new cohort entry
- A designated administrator at the College
- A designated UH-based programme administrator and link tutor
- The use of student support services at both Oaklands College and the University of Hertfordshire including advice on finance, University regulations, legal matters, chaplaincy, counselling, disability, learning support, and careers
- StudyNet, a versatile on-line interactive intranet and learning environment
- Student voice mechanisms including programme reps, SFQ responses (Student Feedback.
- Questionnaire responses collected via Student ViewPoint and student forums
- Use of a wide range of current Learning Resources both at the College and the University of Hertfordshire, including digital and print information, and computer and Wi-Fi access
- Use of both the University of Hertfordshire and Oaklands College Student Unions

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 A-Z of the University of Hertfordshire is an introduction to the academic, social, cultural and sporting services and opportunities available at the University of Hertfordshire, and includes the Student Charter and Student Code of Conduct.

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.

The UK Quality Assurance Agency for Higher Education (QAA) has confirmed the quality and standards of provision at the University of Hertfordshire. A key part of QAA's role is to review and report on how universities maintain their academic standards and quality, to inform students and the wider public. The team of QAA reviewers visited the University of Hertfordshire in 2015/16 and judged that its academic standards, the quality and enhancement of its students' learning experience, and the quality of information about this learning experience all meet UK expectations. In other words, the University meets national requirements for standards and quality. The QAA's report can be accessed at: http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007147#.V-KHajXy0nE

G. Entry requirements

The normal entry requirements for the programme 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. This would normally comprise both: significant prior work experience; AND the candidate would normally be currently in either a leadership or management role, or seeking such a role as the next phase of their career progression.

- substantial professional work experience (normally at least 3 years) in a leadership or management role. Relevant professional leadership or management qualifications will also be viewed favorably for progression into this programme. There is a supported application process to assess whether professional work experience (and any associated professional qualifications) is equivalent to the academic entry requirements. Suitable applicants will enroll with UCSA on a supported portfolio route (for which a fee is charged to recognise and accredit their prior experiential learning). This is a substantial piece of academically assessed written work, and must be successfully completed before entry onto the one year course.

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; this would normally comprise both prior work experience, and applicants would be currently in either a related to leadership or management role or seeking such a role as part of their own career development plan.

The programme is subject to the University's Principles, Policies, Regulations and Procedures for the Admission of Students to Undergraduate and Taught Postgraduate Programmes and will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

Students for whom English is not their first language

A minimum IELTS score of 6.0 with no less than 5 .5 in any element, or equivalent, will be required as English Language entry requirement.

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).

If you would like this information in an alternative format please contact: Herminia Alonso, Collaborative Partnership Leader (h.alonso@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 admin@ucsa.co.uk

BA (Hons) 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.

	Module Title	Module Code	Knowledge & Understanding			Intellectual Skills						Practical Skills					Transferable Skills		
			A1	A2	A3	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	D1	D2	D3
Level 6	Leadership Change and Organisational Development	6FBS1499	√	√	√	√	√	√	√		√	√		√	√	√	√		
	Leading and Influencing People	6FBS1500	√	√	√	√	√		√	√	√	√	√	√	√		√	√	√
	Leadership and Professional Development Project 1	6FBS1638	√				√				√	√					√		√
	Leadership and Professional Development Project 2	6FBS1639	√	√			√	√	√	√	√	√	√		√	√	√	√	√

University of Hertfordshire UH

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

A1. Approaches, models, concepts and theories relevant to organisational change, leadership and strategy implementation.

A2. The relationship between organisational culture and the achievement of leadership objectives.

A3. The influence of structure, process and people on organisational development.

Intellectual Skills

B1. Explore and manage uncertainty and ambiguity in leadership related contexts and make decisions based on competing perspectives.

B2. Integrate and critical evaluate theories, research and concepts applied to leadership in practice.

B3. Think creatively about issues and develop innovative solutions that support implementation strategies.

B4. Develop research skills and apply these to professional issues.

B5. Appreciate both organisational and personal ethics and the challenges of Corporate Social Responsibility (CSR).

B6. Be an active, critical, reflective and independent thinker.

Practical Skills

C1. Develop their ability to lead, motivate and inspire others to contribute to the organisational vision.

C2. Build, develop and sustain relationships with internal and external stakeholders.

C3. Develop individuals and teams to maximise their full impact and potential.

C4. Communicate effectively across a wide range of audiences that demonstrates an ability to build rapport, influence and motivate others.

C5. Implement strategies to achieve organisational objectives.

Transferable Skills

D1. Communicate confidently and effectively, both orally, in writing and on line.

D2. Make effective use of psychological concepts (e.g. Emotional Intelligence) to develop a greater awareness of both self and others.

D3. Critically appraise own leadership capabilities, and be reflective about future professional development needs

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Section 2

Programme management

Relevant QAA subject benchmarking statements	Business and Management (2015)
Type of programme	Undergraduate
Date of validation/last periodic review	April 14
Date of production/ last revision of PS	March 2018
Relevant to level/cohort	Level 6 entering September 2018
Administrative School	Hertfordshire Business School

Table 3 Course structure

Course details						
Course code	**Course description**				JACS	
BSUALPDB	BA (Hons) Leadership and Professional Development				N200	

Course Instances						
Instances code	Intake	Stream		Instances Year	Location:	Mode of study
LPDBUASEP1P-1	A	Leadership and Professional Development		1	UCSA	Part-time
LPDBUASEP1P-2	A	Leadership and Professional Development		1	UCSA	Part-time
LPDUABJAN1P-1	B	Leadership and Professional Development		1	UCSA	Part-time
LPDBUAJAN1P-2	B	Leadership and Professional Development		1	UCSA	Part-time

Course details						
Course code	**Course description**				JACS	
BSUALPDG	Graduate Diploma Leadership and Professional Development				N200	

Course Instances						
Instances code	Intake	Stream		Instances Year	Location:	Mode of study
LPDGUASEP1P-1	A	Leadership and Professional Development		1	UCSA	Part-time
LPDGUASEP1P-2	A	Leadership and Professional Development		1	UCSA	Part-time
LPDGUAJAN1P-1	B	Leadership and Professional Development		1	UCSA	Part-time
LPDGUAJAN1P-2	B	Leadership and Professional Development		1	UCSA	Part-time