Course Specification

MA Leadership & Management (FBLT067)

Faculty of Business and Law
School of Strategy and Leadership

Academic Year 2020/2021

This course specification is for students who begin the course from September 2020

Please note: This specification provides a concise summary of the main features of the course and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. We regularly review our course content, to make it relevant and current for the benefit of our students. For these reasons, course modules may be updated. More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each module can be found in the Module Information Directory (MID), student module guide(s) and the course handbook.

The accuracy of the information contained in this document is reviewed by the University and may be verified by the Quality Assurance Agency for Higher Education.
1. Introduction

The Masters in Leadership and Management is a postgraduate course offered by the School of Strategy and Leadership. The course has been designed to develop students' theoretical knowledge, intellectual frameworks and practical skills required by employers in effective and competent leaders and managers operating in dynamic and complex work environments. Additionally, it is designed to enable students to learn how to develop and implement creative and strategic leadership and management solutions that drive organisational performance as well as developing their understanding of organisations and the external context within which leaders and managers operate.

The MA Leadership and Management is a two-year part-time course, comprising four 30 credit modules, a 10 credit Chartered Management Institute (CMI) module and a 50-credit dissertation. The programme has been designed in accordance with the QAA benchmark statements (2015) relating to Master's degrees in business & management.

The course is distinctive and unique as its focus is underpinned by the idea of transformative education. Firstly, the strategic focus of the course, students will develop a critical understanding of a variety of complex organisational paradigms. The focus is not only the management and leadership of people but also includes resource planning, decision making, the external environment, business ethics and corporate strategy. Secondly, the unique style of blended delivery which leads to a minimal amount of time away from the workplace including some weekend study periods and extensive support through Moodle, individual supervision and unique study groups. Finally, a number of assignments allow the student to apply their new knowledge to an organisation or industry of their choice. This encourages autonomous, independent learning which is relevant and beneficial to their place of work.

Graduates from the course should be well informed to face the challenges of senior managers working in organisations in the twenty-first century. For those currently employed but wishing for career progression, this course will allow the application of advanced skills and knowledge in the relevant industry. For those looking for a different pathway or who are not currently in employment, graduates should be able to pursue a wide range of leadership and management careers in global corporations, government organisations, management consultancies and leadership/management education and training.

These features combine to ensure that students are well prepared to work in international organisations and to maximise their opportunities for success.

<table>
<thead>
<tr>
<th>Available Award(s) and Modes of Study</th>
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</thead>
<tbody>
<tr>
<td><strong>Title of Award</strong></td>
</tr>
<tr>
<td>Master of Arts in Leadership and Management</td>
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<tr>
<td>Postgraduate Diploma in Leadership and Management</td>
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<tr>
<td>Postgraduate Certificate in Leadership and Management</td>
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</tbody>
</table>

3 Awarding Institution/Body: Coventry University

4 Collaboration: N/A

5 Teaching Institution and Location of delivery: Coventry University

6 Internal Approval/Review Dates: Date of approval: March 2019, Date for next review: 2024/2025
### Programme Accredited by
n/a

### Accreditation Date and Duration
n/a

### QAA Subject Benchmark Statement(s) and/or other external factors
The programme of study meets the subject benchmark statements for Masters awards in Business and Management. More information can be found at the following link:
http://www.qaa.ac.uk/Publications/InformationAndGuidance/Documents/Busines\nssManagementMasters.pdf

### Date of Programme Specification
March 2019

### Course Director
Dr Abdoulie Sallah

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### Outline and Educational Aims of the Programme

The MA in Leadership and Management is targeted at graduate students who have studied business and management subjects as a major part of their first degree, or are serving leaders in middle or senior management positions.

Students will emerge from the MA in Leadership and Management with well-developed powers of self-reflection, clear perspectives on strategy and strategic thinking, and highly effective leadership, management and research skills. All of these skills are demanded by employers in organisations around the world. This broad educational purpose reflects the following documents that have been used in designing this course:

- Coventry University’s Corporate Strategy 2015-2021;
- Coventry University Education Strategy 2015–2021 which sets out the key themes which are embedded within the University’s approach to learning and teaching – specifically our students’ academic experience, research-informed learning, internationalisation, digital literacy and employability;
- Coventry University Assessment Strategy 2015-2021;
- The QAA Subject Benchmark Statements contained in the QAA – UK Quality Code for Higher Education;
- Consultation with the School’s Business Advisory Group.

This course offers:

- Flexibility to allow students to tailor research to suit organisational and/or industry requirements
- All the assignments and projects address real life issues and involve action plans for helping the individual and the organisation/industry to achieve their goals
- Minimum time away from the workplace
- Student support from tutors and peers as well as access to all Coventry University support services
- Extensive use of virtual learning environments through a blended learning approach
- Support for leadership and management theory and research methods will be provided as required through course study days and workshops, extensive web-based resources and personal project supervisors

### General Overall Aims

Graduates of the programme will be able to demonstrate deep knowledge and understanding of the leadership and management area while placing it within a wider organisational and contextual framework. They will understand current issues and thinking along with techniques applicable to primary research in the subject area. Graduates will have both theoretical and applied perspectives and will be able to apply a range of specialist skills to their organisations or specified industry (QAA 2015).

### Specific Aims of the Named Awards

*Postgraduate Certificate in Leadership and Management*
• Provide students with knowledge and a critical awareness and understanding of seminal and contemporary theories of leadership and management
• Encourage the development of professional leadership and management skills through self-reflection, personal development planning, analytical thinking and awareness of personal effectiveness

Postgraduate Diploma in Leadership and Management

• Encourage students to focus at a strategic level, understanding the key organisational issues and the impact that leaders and managers at this level experience
• Develop independent, autonomous learners who can apply new academic knowledge to real life organisations and industries, with a specific focus on key areas such as communication, culture and change

Masters in Leadership and Management

• Support students who will be conducting a ‘leading edge’ substantial research project in an industry or organisation of their choice
• Guide students to develop a critical understanding of research methodology, primary data collection and familiarity with a range of credible research sources and as such to inform the overall learning process
13 Intended Learning Outcomes

The Course Learning Outcomes are derived from the course aims, and are appropriately aligned with the relevant Frameworks for Higher Education Qualifications (FHEQ) level, Subject Benchmark statements and Coventry University’s corporate and education strategy.

Learning outcomes are attached to each of the three qualifications offered by the course.

On completion of the Postgraduate Certificate in Leadership and Management students should be able to:

1. Demonstrate a critical awareness and systematic understanding of seminal and contemporary theories of leadership and management
2. Communicate a critical awareness of the complex nature of leadership and management theories within a wider organisational and contextual framework
3. Formulate and appraise personal leadership and management skills through self-reflection, personal development planning, analytical thinking and awareness of personal effectiveness
4. Communicate effective academic scholarship skills by judging and systematically presenting arguments from credible sources of information, both orally and in writing, using a range of media

On completion of the Postgraduate Diploma in Leadership and Management students should be able to:

5. Identify and critically analyse the key leadership and management issues that impact on organisations at a strategic level and appreciate the conflicting pressures from the external environment
6. Critically assess and creatively apply contemporary theories of leadership and management to real life organisations and industries with a specific focus on key areas which affect relationships between business functions and teams
7. Evaluate the credibility and rigour of published research and assess its relevance to modern organisations and industries of today

On completion of the Masters in Leadership and Management students should be able to:

8. Critically evaluate research methodologies and propose a research pathway which demonstrates reliability, validity and coherence through autonomous planning
9. Select a relevant leadership and management issue and demonstrate a critical awareness of seminal and contemporary theories through originality in the application of knowledge
10. Acquire and analyse primary and/or secondary data demonstrating an understanding of ethical approaches to gathering data for research purposes
11. Synthesise academic theory with independently gathered research data and construct an argument to form recommendations and conclusions for the industry or organisation of choice
12. Demonstrate knowledge and understanding of the principles of coaching and mentoring and the theories and practices of strategic leadership
14 Course Structure and Requirements, Levels, Modules, Credits and Awards

Cascade of Awards:

MA Leadership and Management (180 credits)
  ↓
PG Diploma Leadership and Management (120 taught credits)
  ↓
PG Certificate in Leadership and Management (60 taught credits)

To be awarded the PG Certificate in Leadership and Management a student must pass 7057SSL and 7058SSL.

To be awarded the PG Diploma in Leadership and Management a student must pass 7057SSL, 7058SSL, 7059SSL and 7060SSL.

MA Leadership and Management

<table>
<thead>
<tr>
<th>Credit level</th>
<th>Module Code</th>
<th>Module Title</th>
<th>Credit Value</th>
<th>Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>7057SSL</td>
<td>Leadership and Management Theory</td>
<td>30</td>
<td>1,2,4</td>
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<tr>
<td>7</td>
<td>7058SSL</td>
<td>Personal Leadership and Management Skills</td>
<td>30</td>
<td>3,4</td>
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<tr>
<td>7</td>
<td>7059SSL</td>
<td>Strategic Leadership &amp; Management</td>
<td>30</td>
<td>5,6,7</td>
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<tr>
<td>7</td>
<td>7060SSL</td>
<td>Leadership &amp; Management of Communication, Culture and Change</td>
<td>30</td>
<td>6,7</td>
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<tr>
<td>7</td>
<td>7003CRB</td>
<td>Global Professional Development – Coaching and Mentoring</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>7</td>
<td>7053SSL</td>
<td>Postgraduate Business Project</td>
<td>50</td>
<td>8,9,10,11</td>
</tr>
</tbody>
</table>

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Students who successfully complete module 7003CRB and meet the CMI evidence requirements, will gain a L7 Certificate in Strategic Management and Leadership and a L7 Award in Leadership Coaching and Mentoring, based on the following units:

1. Strategic Leadership (Unit 7013V1 from the L7 Strategic Management and Leadership qualification)
2. Strategic Leadership Practice (Unit 7014V1 from the L7 Strategic Management and Leadership qualification)
3. Leadership coaching and mentoring skills (Unit 7020V1 from the L7 Coaching and Mentoring qualification)

This will enable students to apply for Chartered Manager status via the qualified route, once the other entry criteria have been met.

15 Criteria for Admission and Selection Procedure

The entry criteria for the course corresponds to the QAA Benchmark Statements (2015) which can be found at:
The course is subject to the general University admission procedures and access policies. Requirements for student to be accepted to each stage of the course are outlined below.

**For the Postgraduate Certificate:**
- A Degree/Honours degree or equivalent (with two years appropriate experience); or
- An appropriate professional qualification (with two years appropriate experience); or
- Management experience that can demonstrate learning to an equivalent level.

**For the Postgraduate Diploma:**
- A Postgraduate Certificate in a management related subject; or
- An Honours degree in a management subject (with three years appropriate experience); or
- An appropriate professional qualification (with three years appropriate experience); or
- Management experience that can demonstrate learning to an equivalent level.

**For the MA:**
- A Postgraduate diploma in management; or
- A Postgraduate diploma-level qualification in business or management; or
- A Professional qualification with appropriate experience; or
- Management experience that can demonstrate learning to an equivalent level.

Careful monitoring of applications to ensure that applicants are suited to the course takes place. Where necessary, applicants are interviewed, especially those who do not appear to meet standard admissions criteria. Where deemed appropriate, a written exercise is administered to establish suitability.

- In the case of overseas applicants, an adequate proficiency in English must be demonstrated. This would normally be a minimum IELTS score of 6.5 or its equivalent.
- Accreditation for prior learning is in accordance with University regulations.

### 16 Academic Regulations and Regulations of Assessment

This course conforms to the standard [University Regulations](#).

### 17 Indicators of Quality Enhancement

The course is managed by the School of Strategy and Leadership (SSL) of the Faculty of Business, and Law (FBL).

The Faculty of Business and Law Programme Assessment Board (PAB) is responsible for considering the progress of all students and making awards in accordance with both the University and course-specific regulations.

The assurance of the quality of modules is the responsibility of the Boards of Study which contribute modules to the programme.

External Examiners have the opportunity to moderate all assessment tasks and a sample of assessed work for each module. They will report annually on the course and/or constituent modules and their views are considered as part of the Course Quality Enhancement Monitoring (CQEM). Details of the CQEM process can be found on the Registry’s web site.

Students are represented on the Student Forum, Board of Study and Faculty/School Board, all of which normally meet two or three times per year.

Student views are also sought through module and course evaluation questionnaires.

The report of QAA’s Higher Education Review undertaken in February 2015 confirmed that Coventry University meets the UK expectations regarding the:

- Setting and maintenance of the academic standards of awards;
- Quality of student learning opportunities;
- Quality of the information about learning opportunities;
- Enhancement of student learning opportunities.
18 Additional Information

Key sources of information about the course and student support can be found in:

- Module Guides produced for all modules
- Faculty/Course Handbook
- Module Information Directory (MID)
  
  [https://share.coventry.ac.uk/students/MID](https://share.coventry.ac.uk/students/MID)
- Study Support information is accessible from the home page of the Coventry University Student Portal
  
  [https://students.coventry.ac.uk/Pages/index.aspx](https://students.coventry.ac.uk/Pages/index.aspx)