

Basic Programme Information

1	Awarding Institution:	Nottingham Trent University
2	School/Campus:	Nottingham Business School
3	Final Award, Programme Title and Modes of Study:	Certificate in Management and Leadership (CML) Part time Professional Diploma in Management and Leadership (PDML) Part time BA(Hons) Management and Leadership (BAML) Part time
4	Normal Duration:	Approximately 1 year each = 3 years
5	UCAS code:	In-company full cost programme

6 Overview and general educational aims of the programme

The BA (Hons) in Management and Leadership incorporates the awards of Professional Diploma in Management, and Leadership and the Certificate in Management. Each is offered as a separate stand alone award. The programme/s will be delivered part time as a distance delivery programme, incorporating study blocks, tutor visits and group project work. Students will be employed and sponsored through their degree programme by their employers, and many of their activities and assignments will relate directly to their organisation.

The vision is to provide a distinctive and rewarding in-company undergraduate degree that is academically rigorous and practically relevant, but one that challenges and stretches the participant's thinking and actions. The BA in Management and Leadership will enable them to make early and impactful contributions to their organisation. The programme is strongly focused on developing skills and attributes that will assist and enhance the participants' personal managerial and leadership development, consistent with the objective of maximising career development opportunities, promotion and contributing to sustainable business performance.

Launching a new in-company, fully sponsored, undergraduate degree programme at this time recognizes the changing Higher Education market place and the growing concern of our core student market in relation to rising student debt. The programme is also sensitive to the desire for long term rewarding employment of students which is often a deciding factor for undergraduates choosing NBS. The programme will build on the experience developed over many years of success in running the in-company BA Business Management.

There are several key features to this programme:

- The taught input of the modules is delivered through a series of intensive (one week) study blocks
- Much of the assessment is based on your employing company allowing you to compare theory and practice and widen your knowledge on how an organisation operates
- You will be paid while you study offering significant financial benefits given the new higher education fees proposals
- The skills development modules which are assessed for 2 years ensure that you are developing the right skills and that they are compatible with the skills required for both academic and work purposes
- The opportunity to undertake and solve problems that can add value to your employing organisation.

Objectives

1. Develop academic knowledge and a critical understanding of the conceptual frameworks upon which the study of Management and Leadership is based.
2. Develop in the student the self-confidence to take responsibility for his or her own personal development, to contribute towards the resolution of business problems and to adapt effectively to future challenges.
3. Develop students' transferable skills (including verbal and written communication, working with others, researching, problem identification, listening, numeracy, and making presentations)
4. Encourage students to adopt an independent and reflective approach to their learning.
5. To develop analytical and research skills relevant to a range of careers and professions
6. To enrich students' learning capabilities for their individual paths through education and training in later life
7. To prepare students to perform in an international and multi-cultural context

7 Programme outcomes

Programme outcomes describe what you should know and be able to do by the end of your programme if you take advantage of the opportunities for learning that we provide.

Knowledge and understanding. By the end of the programme you should be able to:

- a) Demonstrate a critical understanding of a specific organisation, and its markets, customers and business environment (*BM 2007*)
- b) Demonstrate a critical understanding of business finance, financial measures and other methods of business analysis (*BM 2007*)
- c) Critically analyse and assess the management, development and leadership of people within organisations (*BM 2007*)
- d) Demonstrate a critical understanding and appreciation of the principles and theories of contemporary management and leadership
- e) identify and evaluate appropriate strategic management and leadership approaches and techniques in response to organisational issues
(BM2007) indicates an item linked directly to the Quality Assurance Agency (QAA) Subject Benchmark Statement for General Business and Management

Skills, qualities and attributes. By the end of the programme you should be able to:

- f) demonstrate cognitive skills of critical thinking, analysis and synthesis. (*BM 2007*)
- g) formulate effective problem solving and decision making using appropriate quantitative and qualitative skills including identifying,

formulating and solving business problems (BM 2007)

- h) demonstrate interpersonal skills of negotiating, persuasion and presentation ability to work as part of a team including leadership, team building, influencing and project management skills (*BM 2007*)
- i) Demonstrate skills of positive self reflection and drive towards continuing personal and professional development and learning (*BM 2007*)
- j) conduct appropriate independent academic research into management and leadership issues (*BM 2007*)

(BM) indicates an item linked directly to the Quality Assurance Agency (QAA) Subject Benchmark Statement for General Business and Management

8 Teaching and Learning Methods

An induction programme is scheduled at the beginning of each course/stage and will support you with an introduction to the university resources available to you, advice on study skills, and explanations of assessment criteria.

Nottingham Trent University operates the NOW (Nottingham Online Workspace) virtual learning environment. All the course material will be available on NOW; the course handbook, the module documents, the module slides, plus electronic access to the University's library. This allows you the flexibility to obtain the course information where ever and whenever you like.

We can offer a specialised series of customised programmes, tailored and bespoke to you and your organisation, with a flexibility that aims to meet you and your company's needs. Additional modules / content can be incorporated as well as other specialist events, all with the purpose of providing you with a learning and knowledge experience, specific to you which few other providers are able to offer.

Our main objective is to promote and actively encourage your engagement with the programme of study and to develop you as an independent learner; someone who takes responsibility for their learning and lifelong development. Underpinning the whole strategy are a number of beliefs and priorities

- the need to provide effective learning opportunities throughout the course;
- the need to stimulate learners and processes of learning through the highest quality of inputs;
- the need to link theory and research with practice, and to demonstrate the value of such linkages;
- the value of variety, innovation and creativity in teaching and learning;
- the belief that as autonomous human beings, adult learners should be encouraged to take more responsibility for their own learning and to use their existing skills and experiences as the basis for new learning.

These beliefs and priorities form the basis of the teaching and learning strategy throughout NBS. However in this case there is an added dimension which is the recognition that the majority of learning will take place in your work environment. This is sometimes called “experiential learning” and is consistent with a well known author who introduced a learning cycle (Kolb 1984). Experiential learning should provide an excellent stimulus for engagement in the learning process and more specifically encourage you to take responsibility for your own learning.

9 **Assessment Methods**

Assessment strategy and practice operates in accordance with the University’s Common Assessment Regulations and the Business School’s interpretation of the Common Assessment Regulations.

This vocational programme of study uses a wide variety of assessment techniques to ensure that you can demonstrate a range of learning outcomes. You will be assessed by a range of work based assignments where theory and practice can be compared and conclusions drawn. In addition the skills and competencies that you develop while working will be assessed through a reflective skills report which will also include a personal development plan for you to outline how you can take your development forward.

Your subject knowledge is assessed through an appropriately balanced combination of examinations, presentations (individual and group), coursework essays, reports and projects. These assessments also address a variety of transferable skills, including written and/or verbal communication, teamwork, numeracy and competence in using relevant IT.

The programme uses a variety of assessment methods to ensure that you achieve the programme learning outcomes. Methods include individual and group work, written assignments, presentations, and extended projects. These methods are designed to not only assess your critical understanding of theory and concepts but to develop your professional capabilities, skills and abilities to apply these in real work situations.

The scope and depth of the assessment builds as you move through the programme, allowing you to gain confidence and improve your study skills as you approach each level. You will be fully briefed before each assignment, with tutor support and guidance available outside of classroom contact time, via email, telephone or the NOW system. Some assignments allow you to choose the topic and focus of your work, relevant to your role within your company.

As well as formal assessments, the programme incorporates activities (termed formative or diagnostic) which help you to consider and develop your performance. These activities are often completed in class, with informal verbal feedback available to all students. There is also a strong formative value in written and verbal feedback offered to students on their formally assessed work which has been completed in earlier stages of the programme.

The assessments for each stage are as follows:

Certificate in Management and Leadership

Markets And Customers

20% Group Presentation

80% Individual 3,000 Word Report

People And Organisations

100% 3,000 Word Report

Introduction To Accounting And Finance

20% Phase Test

80% 3 Hour Exam (including 15 minutes reading)

Business Enterprise Project

30% Group Plan & Summary Presentation

70% Group Presentation

+Report Including Individual Reflective Element & Peer Review.

Corporate Elective Module

Assessment will be determined by the module selected

Professional Development

PDP Presentation- 20%

Portfolio And Report-80%

Professional Diploma in Management and Leadership**Competitive Strategy And Innovation**

Group Presentation 30%

Individual Company Report 70%

Corporate Elective 2

Assessment will be determined by the module selected

Business Improvement Project

40% Proposal 2,000 Words

60% Report & Implementation Plan 4,000 Words + Presentation Slides

Personal Management And Leadership Development

20% Personal Development Presentation

30% 2,000 Word Reflective Essay

50% 4,000 Word Skills Development Report

MSc in Management and Leadership**Strategic Leadership and Change Management**

50% Case Study Analysis & Review

50% 4,000 Word Change Project Report

Strategy in Practice

30% Initial Presentation

70% Group Report 5,000 words

Professional Management and Leadership

20% Personal Evaluation Report 2,000 words

40% Reflective Essay on Leadership 3,000 words

40% Personal Development Plan

Dissertation

20% Proposal 3,000 words

80% 12,000 word Dissertation to include an implementation plan

10 Programme structure and curriculum

The BA (Hons) Management and Leadership (incorporating the CML, and PDML) is studied on a part time basis. Typically modules will be delivered in short intensive study blocks. Modules will normally be a week long and will be timetabled with gaps in between. This allows you time to study and gain relevant experience at work, which you can use to develop your ideas and complete your assignments; this will be decided by your company. Students on the course may be colleagues drawn exclusively from your own company or from a consortium of different companies. Companies may choose to recruit new members of staff specially to participate in the programme, or they may identify people already working for their company who would benefit from the chance to obtain a degree level qualification.

The structure of the programme has been designed to offer you a balance of independent study, as well as working and learning with colleagues on the programme. You will be issued with a programme handbook providing you

with all key Programme and University information that you need to successfully complete the programme.

Certificate in Management and Leadership (Level 1)

Markets And Customers (20cps)
People And Organisations (20cps)
Introduction To Accounting And Finance (20cps)
Business Enterprise Project (20cps)
Corporate Elective Module (20cps)
Professional Development (20cps)

Professional Diploma in Management and Leadership (Level 2)

Competitive Strategy And Innovation (30cps)
Corporate Elective 2 (30cps)
Business Improvement Project (30cps)
Personal Management And Leadership Development (30cps)

BA (Hons) in Management and Leadership (Level 3)

Strategic Leadership and Change Management (30cps)
Strategy in Practice (30cps)
Professional Management and Leadership (30cps)
Dissertation (30cps)

11 Admission to the programme

Entry requirements.

For current information regarding all entry requirements for this course, please see the 'Applying' tab on the NTU course information web page.

12 Support for Learning

We recognise that working full time whilst studying for a degree is very challenging. There are many benefits to working in business and you will be able to use many of your experiences in your assignments. Similarly, we hope that what you learn on your programme will make you more effective in your job role and will help to prepare you for career development. The fact that you are studying part time and in full time employment is and has been, paramount to our design of the BA (Hons) in Management and Leadership programme. Research obtained from previous students on similar programmes has identified many factors that will play a part in your learning, development and academic success. Therefore academic and work based or pastoral support will play a key role in your learning experience.

You will be given a sound induction to the programme which will explain what is required of you, will outline the programme and explain the various types of assessment. You will also have lots of opportunities to get to know your tutors and other students on your programme.

At the programme induction you will be given:

The Programme Handbook

- Aims and objectives
- Structure of the programme

- Module specifications (details of what you will be studying)
- Reading lists
- Assessment regulations and criteria
- Programme Leader and tutor contact details
- Module Leaders & Programme Administrators contact details
- Participant support information
- Extension, Special Situations information

Programme Information Pack

- Module delivery times and locations
- Assignment hand in dates
- Assignment Submission Forms
- Enrolment Form
- Extension Forms
- Library details
- Any other relevant information for their programme

In addition, at the programme induction information will be given regarding

- Regulations on the use of resources
- Guidance on assessment and assessment criteria
- Details of the operation of the programme including contact details and programme committees
- Details of the modules and the teaching teams
- Contact details of the module team members
- Contact details of the University's student support and guidance services

Specific details of the support and guidance available can also be found in the University's student handbook and on the University's website.

In addition you will have extensive learning resources and support from the University's Library, IT resources, teaching accommodation and the University staff.

The Library

The Library resources available for Postgraduate Management Programmes at Nottingham Trent University are excellent. They include over 400,000 books and 28,000 journals (both print and electronic), plus audio-visual materials and special collections (e.g. the statistical series). On-line database searches are available to support the work you will be undertaking, with full support being given by members of the LLR (Library and Learning Resources). The LLR holds licences for the use of over 200 electronic databases, many of which are networked across the campus. External use of the Internet-based materials and electronic journals is supported by the eSearch gateway that you can access from anywhere in the world. The majority of in-company participants will also have access to their own company's library and other internal resources necessary to complete the programme. Finally, the LLR postal loan service is also available to part time corporate students.

IT Resources

You will have your own IT resources within your company but you are also able to use the University's and NBS computer facilities when you are in Nottingham, (which include University 24 hour access). You will also have remote access to the virtual learning environment known as NOW (Nottingham Online Workspace).

Teaching Accommodation

In-company programmes will either be delivered in the purpose-built teaching accommodation at the University's City site in Nottingham, or at your own company's premises. Teaching accommodation is fully equipped with audio visual facilities in each teaching room; advanced systems in the seminar rooms and lecture theatres; advanced computer resource labs; high-end electronic classrooms and video conferencing facilities.

Academic Support

Students are encouraged to discuss problems or issues with Programme Leaders and Module Leaders. Email addresses and contact phone numbers are provided in the Programme Handbook. The programme administrator is also available to deal with administrative matters and to forward enquiries to the correct persons. Each in-company programme will have its own administrator for the programme and they will continue to play an active part in the induction programme.

Non-academic Support

For any non-academic issues, the Programme Leader or Programme Administrators are there to help and provide participants with information or direction to others who may be of assistance. We aim to help you do well and enjoy the programme.

A range of additional support services are provided by the University including specific support for mature participants, international participants and participants with disabilities as well as religious and cultural advisors.

All in-company participants may also contact the University's Student Support Services directly, these include:

- Student Advice 0115 848 6226: www.su.ntu.ac.uk/studentadvice
- Financial Advice 0115 848 6135: www.ntu.ac.uk/sss/financial
- Counselling – University 0115 848 6487: www.ntu.ac.uk/sss/counselling
- Counselling – NBS Pastoral Advisor 0115 848 4808
- Mature Student Support 0115 848 3290: www.ntu.ac.uk/sss/mature
- International Student Support 0115 848 6859: www.ntu.ac.uk/sss/international
- Disabilities Support 0115 848 4284: www.ntu.ac.uk/sss/disability
- Careers Advice and Employment 0115 848 6887: www.ntu.ac.uk/careers
- Chaplains & Religious/Cultural Advice 0115 848 2305: www.ntu.ac.uk/sss/chaplains
- NBS Alumni Relations Officer 0115 848 6195: www.ntu.ac.uk/corporateaffairs

13 Graduate destinations/ employability

Successful completion of any of the programmes will provide you with a nationally and, in the case of the BA (Hons) Management and Leadership, an internationally recognised qualification. There is substantial literature that indicates the benefits in terms of employability, job potential, promotion potential and financial potential for those who have obtained degree qualifications. This is confirmed by the employability of students who have previously completed our in-company programmes. Generally participants on the programme are developmental or trainee management positions and undertaking these programmes is likely to be an important part of their management and personal development.

We hope that the experience this programme offers is a life changing experience, as it has been to many who have previously completed our in-company undergraduate programmes.

14	<p>Programme standards and quality</p> <p>Effective management is crucial to the process of ensuring quality in the monitoring and delivery of these awards and there is considerable experience among the staff of managing such programmes.</p> <p>Management of the programme will be effected through two formally constituted committees, the Programme Committee and the Board of Examiners.</p> <p>The Programme Committee will oversee the strategic direction, quality assurance and management of the programme. The constitution and brief of the Programme Committee will be in accordance with the University’s policy and practice in the University Handbook.</p> <p>The examination board will operate in accordance with current University policy and procedures as stated in the Academic Standards and Quality handbook.</p> <p>Given the aim of partnership and collaboration between NBS and a client organisation involved in each programme, it is envisaged that a Client Co-ordinator will be identified by each client company to work with the University’s Programme Leader .</p> <p>In addition to these mentioned, further quality assurances are built into the programmes with Programme team meetings, module team meetings, a comprehensive multiple tracking quality audit system incorporating annual PSQR (Programme Standards and Quality Report), Module leaders reports, Programme leaders reports, module delivers reports, and second marking forms.</p> <p>Mechanisms are built into the quality assurance, such that developments or amendments to the programme are fed back to participants, client coordinators and external examiners.</p>										
15	<p>Assessment regulations</p> <p>This programme is subject to the University’s Common Assessment Regulations (located in its Academic Standards and Quality Handbook). Any programme-specific assessment features are described below:</p>										
16	<p>Additional Information</p> <table border="0"> <tr> <td data-bbox="311 1556 766 1590">Collaborative partner(s):</td> <td data-bbox="790 1556 1361 1590">Various</td> </tr> <tr> <td data-bbox="311 1590 766 1691">Programme referenced to national QAA Benchmark Statements:</td> <td data-bbox="790 1624 1361 1724">QAA benchmarks for Business and Mgmt. 2007. University's Generic level criteria.</td> </tr> <tr> <td data-bbox="311 1758 766 1792">Programme recognised by:</td> <td data-bbox="790 1758 1361 1792">NA</td> </tr> <tr> <td data-bbox="311 1792 766 1825">Date implemented:</td> <td data-bbox="790 1792 1361 1825">September 2011</td> </tr> <tr> <td colspan="2" data-bbox="311 1825 1361 1848">Any additional information:</td> </tr> </table>	Collaborative partner(s):	Various	Programme referenced to national QAA Benchmark Statements:	QAA benchmarks for Business and Mgmt. 2007. University's Generic level criteria.	Programme recognised by:	NA	Date implemented:	September 2011	Any additional information:	
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