



1. Programme title(s):

MSc/Postgraduate Diploma* in Management and Leadership

Postgraduate Certificate in Management*

*Approved as exit award only

2. Awarding body or institution:

University of Leicester

3. a) Mode of study:

Full-Time

b) Type of study:

Campus-based

4. Registration periods:

The normal period of registration for the MSc Management and Leadership is 12 months

The maximum period of registration for the MSc Management and Leadership is 24 months

5. Typical entry requirements:

The programme will follow standard entry requirements: a 2.1 UK honours degree or its equivalent or substantial practical management experience; or possession of the University of Leicester's Professional Diploma in Management (or its predecessor, the Diploma in Management) will be required. For students whose first language is not English, the English Language requirement is an IELTS 6.5 or TOEFL 90. Students who complete 2+1 undergraduate degrees where the 2 is not taught in English must still meet the University IELTS requirement.

6. Accreditation of Prior Learning:

Will be considered on a case by case basis.

7. Programme aims:

The programme aims to

1. provide students with a rigorous management and leadership curriculum covering the main theories, models, frameworks, and techniques of management and leadership to prepare them for a career in management, leadership or for further study in the area;
2. enable the study of management and leadership in an historical, international and comparative framework recognising the different types, sizes, structures and purposes of organizations and the stakeholders that they serve;
3. critically analyse and evaluate management and leadership problems and issues, covering the external economic, political, social, and technological, contexts within which organizations operate and managers work;

- 4 enable students to critically evaluate the published literature on management and leadership and to synthesise the range of issues and perspectives which inform research and practice in the field;
5. provide students with an appreciation of the importance of information to managers and leaders within a knowledge-based economy. This will include an identification of appropriate methodologies for data acquisition, assessment, analysis and dissemination.
- 6 enable course members to integrate and apply systematically and creatively the knowledge, approaches, and methods that they have learnt to a variety of case studies and a dissertation.
- 7 enable course members to develop their interpersonal, communication, and problem-solving skills, and to use these in an imaginative and self-directed way that will allow them to identify problems, evaluate and analyse situations, consider alternative solutions, make choices, and implement solutions.

8. Reference points used to inform the programme specification:

- University of Leicester Discovery-Led and Discovery-Enabling Learning Strategy 2016-2020
- University of Leicester Periodic Developmental Review Report
- QAA Benchmarking Statement for Business and Management
<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/Subject-benchmark-statement-Masters-degrees-in-business-and-management.aspx>
- QAA Frameworks for Higher Education Qualifications,
<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Documents/FHEQ08.pdf>
- CMI Accreditation Benchmarks
- AMBA Accreditation Benchmarks
- University of Leicester Senate Regulations:
<http://www2.le.ac.uk/offices/sas2/regulations/documents/general-regulations.pdf>
- Annual and Periodic Developmental Review
- External Examiners' reports
- Student Feedback (formally through questionnaires and Staff-Student Liaison Committees; informally, for example, through student contact with module tutors, personal tutors, and programme leaders)
- The requirements of the Equality Act 2010
- The University's Widening Participation Strategy
- The University's Equal Opportunities Statement

9. Programme Outcomes:

Unless otherwise stated, programme outcomes apply to all awards specified in 1. Programme title(s).

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<i>(a) Discipline specific knowledge and competencies</i>		
Knowledge		
<p>Certificate</p> <p>Knowledge of a core of management subjects including the business environment, accounting, finance, economics, organisational behaviour, and marketing.</p> <p>Diploma</p> <p>In addition to the core knowledge outlined above, knowledge of a broader range of management and leadership topics.</p> <p>Masters</p> <p>In addition to the above knowledge of the research methods used in management research and what constitutes a methodology. Ability to synthesise and integrate knowledge across the core subjects</p>	<p>Certificate</p> <p>Lectures, group discussion, directed reading and exercises, private study, assignment feedback: formative and summative</p> <p>Diploma</p> <p>As above</p> <p>Masters</p> <p>In addition to the above, the dissertation research process, research methods training</p>	<p>Certificate</p> <p>Essays (individual), group discussions, examinations, case study exercises.</p> <p>Diploma</p> <p>As above</p> <p>Masters</p> <p>In addition to the above the research proposal, ethics approval and dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Concepts		
<p>Certificate and Diploma</p> <p>Ability to explain the core concepts of management as they relate to marketing, organisations, the business context, and finance.</p> <p>Masters</p> <p>In addition to the above, ability to apply the above theories to analyse case studies within different organisational and leadership contexts.</p>	<p>Certificate and Diploma</p> <p>Lectures, group discussion, directed reading, assignment feedback, private study.</p> <p>Masters</p> <p>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research.</p>	<p>Certificate and Diploma</p> <p>Essays (individual), group discussions, examinations, case study exercises.</p> <p>Masters</p> <p>In addition to the above, the research proposal, dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Techniques		
<p>Certificate and Diploma</p> <p>Ability to: demonstrate knowledge of key theories and concepts; select relevant material from academic readings and demonstrate familiarity with the conventions of academic writing and associated referencing techniques; undertake qualitative, numerical and statistical evaluation as a means to analyse a management problem.</p> <p>Masters</p> <p>In addition to the above, mastery of a range of methodological tools used to investigate topics in management and leadership. Ability to be able to differentiate the conditions when either qualitative or quantitative data analysis should be used and/or be able to identify the conditions under which it is appropriate to combine different techniques</p>	<p>Certificate and Diploma</p> <p>Independent research, lectures, group discussion, directed reading and exercises, self directed private-study. Assignment feedback, formative and summative.</p> <p>Masters</p> <p>In addition to the above: the dissertation supervision process (group and 1 to 1), independent research, lectures and seminars designed to support the preparation of the research proposal.</p>	<p>Certificate and Diploma</p> <p>Essays (individual), group discussions, examinations, case study exercises</p> <p>Masters</p> <p>In addition to the above, the research proposal, dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Critical analysis		
<p>Certificate</p> <p>Ability to reflect critically on both the academic discipline of management and the functions of management in organizations in the contemporary global economy.</p> <p>Diploma</p> <p>To be able to extend the above to leadership issues as well.</p> <p>Masters</p> <p>In addition to the above, demonstrate understanding of different cultural, environmental and organizational contexts and to appreciate theory and practice appropriate to these contexts</p>	<p>Certificate and Diploma</p> <p>Independent research, lectures, group discussion, directed reading and exercises.</p> <p>Masters</p> <p>In addition to the above the presentation of a substantial piece of research culminating in the dissertation document</p>	<p>Certificate and Diploma</p> <p>Essays (individual), group discussions, examinations, case study exercises.</p> <p>Masters</p> <p>In addition to the above, the dissertation</p>
Presentation		
<p>Certificate and Diploma</p> <p>Ability to differentiate between relevant and non-relevant material; to write up and deliver written work to a professional standard.</p> <p>Masters</p> <p>In addition to the above, ability to organize research material in a manner appropriate to the medium that is to be assessed (i.e. professional report, research proposal or dissertation)</p>	<p>Certificate and Diploma</p> <p>Lectures, group discussion, directed reading and exercises</p> <p>Masters</p> <p>In addition to the above the presentation of a substantial piece of research culminating in the dissertation</p>	<p>Certificate and Diploma</p> <p>Essays (individual), group discussions, computer based exercises, examinations, case study exercises.</p> <p>Masters</p> <p>In addition to the above, the dissertation.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Appraisal of evidence		
<p>Certificate and Diploma</p> <p>Ability to locate, organise and assess data, analyse complex ideas and understand and criticise different arguments.</p> <p>Masters</p> <p>In addition to the above, the ability to mount and sustain an independent level of inquiry at an advanced level</p>	<p>Certificate and Diploma</p> <p>Independent research, lectures, group discussion, directed reading and exercises.</p> <p>Masters</p> <p>Dissertation research</p>	<p>Certificate and Diploma</p> <p>Essays (individual), group discussions, computer based exercises, examinations, case study exercises</p> <p>Masters</p> <p>Dissertation</p>
(b) Transferable skills		
Research skills		
<p>Certificate and Diploma</p> <p>Ability to demonstrate intellectual independence, through identifying a credible research project, drawing up a realistic timetable, reflecting on and 'writing up' results.</p> <p>Masters</p> <p>In addition to the above, ability to plan research projects based on focused research questions, conduct significant background research and literature surveys, collect and analyse data which is relevant to research questions, report on findings demonstrating an ability to critique the data from competing viewpoints, construct an informed critical argument at an advanced level</p>	<p>Certificate and Diploma</p> <p>Research methodology module, supervision, independent research and group work.</p> <p>Masters</p> <p>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research</p>	<p>Certificate and Diploma</p> <p>Essay assignments (formative and summative), examinations</p> <p>Masters</p> <p>In addition to the above the research proposal, dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Communication skills		
<p>Certificate and Diploma</p> <p>Ability to work collaboratively and responsibly in groups.</p> <p>Knowing how and when to draw on the knowledge and expertise of others; ability to contribute & comment on ideas in group discussions.</p> <p>Ability to demonstrate clarity, fluency and coherence in written expression of management issues and debates in a manner appropriate to the audience.</p> <p>Masters</p> <p>In addition to the above, ability to produce a dissertation that is logically structured and written with clarity and precision.</p>	<p>Certificate and Diploma</p> <p>Lectures, group discussions/ problem solving exercises.</p> <p>Group work, lectures and through addressing the requirements of progressive modes of assessment.</p> <p>Masters</p> <p>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research</p>	<p>Certificate and Diploma</p> <p>Group exercises, contributions to discussions, and assignments. Summative group essay and presentations</p> <p>Masters</p> <p>In addition to the above the research proposal, dissertation</p>
Data presentation		
<p>Certificate and Diploma</p> <p>Ability to locate, organise and marshal evidence, and articulate it accurately in a written or spoken format, in a manner appropriate for the required audience.</p> <p>Masters</p> <p>Ability to organize research data into graphical and statistical summaries where relevant</p>	<p>Certificate and Diploma</p> <p>Synchronous and asynchronous lectures, case study exercises, self-directed private study.</p> <p>Masters</p> <p>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal (module 4)</p>	<p>Certificate and Diploma</p> <p>Assignments, case study exercises.</p> <p>Masters</p> <p>In addition to the above the research proposal and dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Information technology		
<p>Certificate and Diploma</p> <p>Ability to construct and present quantitative and qualitative data clearly, effectively using IT sources where appropriate.</p> <p>Masters</p> <p>In addition to the above, ability to use, if necessary, data analysis software that is relevant to a dissertation</p>	<p>Certificate and Diploma</p> <p>Lectures and seminars, self-directed private study</p> <p>Masters</p> <p>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal</p>	<p>Certificate and Diploma</p> <p>Essay assignments, examinations</p> <p>Masters</p> <p>In addition to the above the research proposal and dissertation</p>
Problem solving		
<p>Certificate, Diploma and Masters</p> <p>Ability to refine problems into researchable questions.</p> <p>Ability to identify and locate relevant data and source material.</p> <p>Ability to use material to address problem and come up with answers or solutions.</p>	<p>Certificate and Diploma</p> <p>Research methods classes and independent research</p> <p>In addition to the above: the dissertation supervision process (group and 1 to 1)</p>	<p>Certificate and Diploma</p> <p>Essays and examinations</p> <p>Masters</p> <p>In addition to the above, independent research, particularly that leading to dissertation.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Working relationships		
<p>Certificate and Diploma</p> <p>Ability to work collaboratively and responsibly in groups.</p> <p>Masters</p> <p>In addition to the above, knowing how and when to draw on the knowledge and expertise of others; ability to contribute & comment on ideas in group discussions.</p>	<p>Certificate and Diploma</p> <p>Group work, seminars and lectures.</p> <p>Masters</p> <p>In addition to the above: the establishment of a working relationship with the dissertation supervisor (or the resolution of any problems through consultation with the Personal Tutor and the Programme Leader)</p>	<p>Certificate and Diploma</p> <p>Group discussions, group exercises, and group assessment</p> <p>Masters</p> <p>In addition to the above; the dissertation</p>
Managing learning		
<p>Certificate and Diploma</p> <p>Ability to plan and construct responses to a brief, drawing upon a range of appropriate sources.</p> <p>Ability to reflect upon behaviour and skills with a view to personal and professional development.</p> <p>Masters</p> <p>In addition to the above: ability to identify a credible research project; construct a feasible research timetable; carry out independent research</p>	<p>Certificate and Diploma</p> <p>Independent research, lectures, and group-work, directed reading and exercises</p> <p>Directed reading, lectures, group discussions and peer to peer feedback, problem solving sessions</p> <p>Masters</p> <p>In addition to the above: the dissertation supervision process (group and 1-to-1),</p>	<p>Certificate and Diploma</p> <p>Assignment essays and examinations.</p> <p>Group and individual exercises, discussion within forums, assignments, case study exercises.</p> <p>Masters</p> <p>Research Proposal; Dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Career management		
<p>Certificate and Diploma</p> <p>Ability to reflect on motivation, strengths, interests and skills with a view to personal and professional development.</p>	<p>Certificate and Diploma</p> <p>Directed reading, lectures, group discussions and peer to peer feedback, problem solving sessions, independent research.</p>	<p>Certificate and Diploma</p> <p>Group and individual exercises, discussion within forums, assignments, case study exercises.</p>
<p>Masters</p> <p>In addition to the above, if appropriate, ability to research an area which may be relevant to the student's career preferences.</p>	<p>Masters</p> <p>In addition to the above; the dissertation supervision process</p>	<p>Masters</p> <p>Dissertation</p>

10. Special features

This programme features a 30 credit dissertation rather than the more traditional 60 credits. This will better align students' learning, skills and goals with those provided on the programme. A typical 30 credit dissertation might involve a student writing a management report or undertaking a desk-based research project. This type of dissertation would be well aligned with a typical task a graduate may have to perform in employment. At the same time it would allow the application of skills learnt during their course (potentially from any and all modules) in a focussed project. The dissertation would involve independent research along with analysis, critical thinking and the application of techniques.

The table below gives details of how we expect the skills involved in a dissertation to be assessed under the 30 dissertation format (listed below as Dissertation) and other modules which further develop these skills.

Skill	Courses
Literature review	Dissertation, Management in Practice, Research Methods for Managers
Define appropriate research questions	Dissertation
Identify the steps necessary to answer questions	Dissertation, Accounting and Finance for Managers
Develop research skills	Dissertation, Management in Practice, Research Methods for Managers, International Business, Strategic Management, Leadership in Practice
Select and apply appropriate analytical techniques	Dissertation, Business Economics, Accounting and Finance for Managers, Strategic Management, Leadership in Practice
Evaluate work and identify possible improvements	Dissertation, Marketing Management, International Business, Strategic Management, Organisational Behaviour

Present results concisely and appropriately	Dissertation, Accounting and Finance for Managers
Structure and develop arguments	Dissertation, Organisational Behaviour, Business Economics, International Business, Management in Practice, Foundations of Leadership
Write a formal document (including appropriate referencing)	Dissertation, Management in Practice, Research Methods for Managers

The dissertation will enhance our graduates in the key areas set out by the QAA whilst permitting a wider range of assessments, multiple projects, and more focused. Further it will make our students more attractive to employers.

11. Indicators of programme quality

Academic quality will be maintained by adhering to School practice and University regulations. Programmes are carefully planned and reviewed internally on a yearly basis through the ADR mechanism. External examiners of programme content and marking will provide external validation and comparison to programmes offered by competitors. Coordination and alignment between the programme teaching team and professional services ensures a consistent and high quality academic experience for the students.

12. Scheme of Assessment:

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

13. Progression points

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

In cases where a student has failed to meet a requirement to progress he or she will be required to withdraw from the course and a recommendation will be made to the Board of Examiners for an intermediate award where appropriate.

14. Rules relating to re-sits or re-submissions:

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

15. External Examiners reports

16. Additional features (e.g. timetable for admissions)

Appendix 1: Programme structure (programme regulations)

Updates to the programme

Academic year affected	Module Code(s)	Update

Module code	Module title	Credits
Semester 1& 2		
MN7400	Academic Skills and Practice	0
Semester 1		
MN7401	Organisational Behaviour	15
MN7402	Business Economics	15
MN7403	Accounting and Finance for Managers	15
MN7404	Marketing Management	15
Semester 2		
MN7405	Strategic Management	15
MN7406	International Business	15
MN7407	Management in Practice	15
MN7005	Foundations of Leadership	15
Term 3		
MN7002	Leadership in Practice	15
MN7408	Research Methods for Managers	15
MN7433	Dissertation (Management and Leadership)	30

Appendix 2: Module specifications

See module specification database <http://www.le.ac.uk/sas/courses/documentation>