



## Programme Specification (Undergraduate)

FOR ENTRY YEAR: 2022/23

Date created: March 2022

Last amended: 23/09/2022

Version no. 3

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### 1. Programme title(s) and code(s)

MSc in Management and Leadership

Postgraduate Diploma in Management and Leadership\*

Postgraduate Certificate in Management and Leadership\*

#### Notes

\* An award marked with an asterisk is only available as an exit award and is not available for students to register onto.

#### HECOS Code

| HECOS Code | %   |
|------------|-----|
| 100088     | 50% |
| 100089     | 50% |

### 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

- QAA Benchmarking Statement
- Framework for Higher Education Qualifications (FHEQ)
- UK Quality Code for Higher Education
- [University Learning Strategy](#)
- [University Assessment Strategy](#)
- University of Leicester Periodic Developmental Review Report
- External Examiners' reports (annual)
- United Nations Education for Sustainable Development Goals
- Student Destinations Data

#### 9. Programme Outcomes

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

##### a) Discipline specific knowledge and competencies

i) Knowledge

| Intended Learning Outcomes | Teaching and Learning Methods | How Demonstrated? |
|----------------------------|-------------------------------|-------------------|
|----------------------------|-------------------------------|-------------------|

|  |  |   |
|--|--|---|
| <p><b>Certificate</b></p> <p>Knowledge of a core of management subjects including the business environment, accounting, finance, economics, organisational behaviour, and marketing.</p>                                       | <p><b>Certificate</b></p> <p>Lectures, group discussion, directed reading and exercises, private study, assignment feedback: formative and summative</p> | <p><b>Certificate</b></p> <p>Essays (individual), group discussions, examinations, case study exercises.</p>  |
| <p><b>Diploma</b></p> <p>In addition to the core knowledge outlined above, knowledge of a broader range of management and leadership topics.</p>   | <p><b>Diploma</b></p> <p>As above</p>  | <p><b>Diploma</b></p> <p>As above</p>   |
| <p><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above, the dissertation research process, research methods training</p>                                      | <p><b>Masters</b></p> <p>In addition to the above the research proposal, ethics approval and dissertation</p> |

ii) Concepts

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

iii) Techniques

| Intended Learning Outcomes   | Teaching and Learning Methods   | How Demonstrated?   |
|--|---|---|
| <p><b>Certificate and Diploma</b></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><b>Certificate and Diploma</b></p> <p>Independent research, lectures, group discussion, directed reading and exercises, self directed private-study. Assignment feedback, formative and summative.</p>                 | <p><b>Certificate and Diploma</b></p> <p>Essays (individual), group discussions, examinations, case study exercises</p> |
| <p><b>Masters</b></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><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above, the research proposal, dissertation</p>                              |

iv) Critical analysis

| Intended Learning Outcomes  | Teaching and Learning Methods  | How Demonstrated?  |
|---|--|--|
| <p><b>Certificate</b></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><b>Certificate and Diploma</b></p> <p>Independent research, lectures, group discussion, directed reading and exercises.</p> | <p><b>Certificate and Diploma</b></p> <p>Essays (individual), group discussions, examinations, case study exercises.</p> |

|   |  |  |
|---|--|--|
| <p><b>Diploma</b></p> <p>To be able to extend the above to leadership issues as well.</p>   | <p>Independent research, lectures, group discussion, directed reading and exercises.</p>   | <p>Essays (individual), group discussions, examinations, case study exercises.</p> |
| <p><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above the presentation of a substantial piece of research culminating in the dissertation document</p> | <p><b>Masters</b></p> <p>In addition to the above, the dissertation</p>            |

v) Presentation

| Intended Learning Outcomes  | Teaching and Learning Methods   | How Demonstrated?  |
|---|---|--|
| <p><b>Certificate and Diploma</b></p> <p>Ability to differentiate between relevant and nonrelevant material; to write up and deliver written work to a professional standard.</p>                                       | <p><b>Certificate and Diploma</b></p> <p>Lectures, group discussion, directed reading and exercises</p>                                   | <p><b>Certificate and Diploma</b></p> <p>Essays (individual), group discussions, computer based exercises, examinations, case study exercises.</p> |
| <p><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above the presentation of a substantial piece of research culminating in the dissertation</p> | <p><b>Masters</b></p> <p>In addition to the above, the dissertation.</p>   |

vi) Appraisal of evidence

| Intended Learning Outcomes  | Teaching and Learning Methods  | How Demonstrated?   |
|---|--|---|
| <p><b>Certificate and Diploma</b></p> <p>Ability to locate, organise and assess data, analyse complex ideas and understand and criticise different arguments.</p> | <p><b>Certificate and Diploma</b></p> <p>Independent research, lectures, group discussion, directed reading and exercises.</p> | <p><b>Certificate and Diploma</b></p> <p>Essays (individual), group discussions, computer based exercises, examinations, case study exercises</p> |

|   |   |                                |
|---|---|--------------------------------|
| <b>Masters</b><br>In addition to the above, the ability to mount and sustain an independent level of inquiry at an advanced level | <b>Masters</b><br>Dissertation research | <b>Masters</b><br>Dissertation |
|---|---|--------------------------------|

**b) Transferable skills**

i) Research skills

| <b>Intended Learning Outcomes</b>   | <b>Teaching and Learning Methods</b>  | <b>How Demonstrated?</b>  |
|---|---|---|
| <b>Certificate and Diploma</b><br>Ability to demonstrate intellectual independence, through identifying a credible research project, drawing up a realistic timetable, reflecting on and 'writing up' results.  | <b>Certificate and Diploma</b><br>Research methodology module, supervision, independent research and group work.          | <b>Certificate and Diploma</b><br>Essay assignments (formative and summative), examinations |
| <b>Masters</b><br>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 | <b>Masters</b><br>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research | <b>Masters</b><br>In addition to the above the research proposal, dissertation              |

ii) Communication skills

| <b>Intended Learning Outcomes</b>  | <b>Teaching and Learning Methods</b>  | <b>How Demonstrated?</b>  |
|--|---|---|
| <b>Certificate and Diploma</b><br>Ability to work collaboratively and responsibly in groups. | <b>Certificate and Diploma</b><br>Lectures, group discussions/ problem solving exercises.<br>Group work, lectures and through addressing the requirements of progressive modes of assessment. | <b>Certificate and Diploma</b><br>Group exercises, contributions to discussions, and assignments. Summative group essay and presentations |

|   |   |   |
|---|---|---|
| Knowing how and when to draw on the knowledge and expertise of others; ability to contribute & comment on ideas in group discussions.                 | Group work, lectures and through addressing the requirements of progressive modes of assessment.                          | Group exercises, contributions to discussions, and assignments. Summative group essay and presentations |
| Ability to demonstrate clarity, fluency and coherence in written expression of management issues and debates in a manner appropriate to the audience. | Group work, lectures and through addressing the requirements of progressive modes of assessment.                          | Group exercises, contributions to discussions, and assignments. Summative group essay and presentations |
| <b>Masters</b><br>In addition to the above, ability to produce a dissertation that is logically structured and written with clarity and precision.    | <b>Masters</b><br>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research | <b>Masters</b><br>In addition to the above the research proposal, dissertation                          |

iii) Data presentation

| Intended Learning Outcomes   | Teaching and Learning Methods  | How Demonstrated?   |
|--|--|---|
| <b>Certificate and Diploma</b><br>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. | <b>Certificate and Diploma</b><br>Synchronous and asynchronous lectures, case study exercises, self-directed private study.  | <b>Certificate and Diploma</b><br>Assignments, case study exercises.              |
| Intended Learning Outcomes   | Teaching and Learning Methods  | How Demonstrated?   |
| <b>Masters</b><br>Ability to organize research data into graphical and statistical summaries where relevant  | <b>Masters</b><br>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) | <b>Masters</b><br>In addition to the above the research proposal and dissertation |

iv) Information technology

| Intended Learning Outcomes | Teaching and Learning Methods | How Demonstrated? |
|----------------------------|-------------------------------|-------------------|
|----------------------------|-------------------------------|-------------------|

|  |  |  |
|--|--|--|
| <p><b>Certificate and Diploma</b></p> <p>Ability to construct and present quantitative and qualitative data clearly, effectively using IT sources where appropriate.</p> | <p><b>Certificate and Diploma</b></p> <p>Lectures and seminars, selfdirected private study</p>   | <p><b>Certificate and Diploma</b></p> <p>Essay assignments, examinations</p>                 |
| <p><b>Masters</b></p> <p>In addition to the above, ability to use, if necessary, data analysis software that is relevant to a dissertation</p>                           | <p><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above the research proposal and dissertation</p> |

v) Problem solving

| <b>Intended Learning Outcomes</b>   | <b>Teaching and Learning Methods</b>   | <b>How Demonstrated?</b>  |
|---|--|---|
| <p><b>Certificate, Diploma and Masters</b></p> <p>Ability to refine problems into researchable questions.</p> | <p><b>Certificate and Diploma</b></p> <p>Research methods classes and independent research</p> | <p><b>Certificate and Diploma</b></p> <p>Essays and examinations</p>  |
| <p>Ability to identify and locate relevant data and source material.</p>                                      | <p>Research methods classes and independent research</p>                                       | <p>Essays and examinations</p>  |
| <p>Ability to use material to address problem and come up with answers or solutions</p>                       | <p>In addition to the above: the dissertation supervision process (group and 1 to 1)</p>       | <p>Essays and examinations</p>  |
| <b>Intended Learning Outcomes</b>   | <b>Teaching and Learning Methods</b>   | <b>How Demonstrated?</b>  |
|   |  | <p><b>Masters</b></p> <p>In addition to the above, independent research, particularly that leading to dissertation.</p> |

vi) Working relationships

| <b>Intended Learning Outcomes</b>   | <b>Teaching and Learning Methods</b>  | <b>How Demonstrated?</b>  |
|---|---|---|
| <p><b>Certificate and Diploma</b></p> <p>Ability to work collaboratively and responsibly in groups.</p> | <p><b>Certificate and Diploma</b></p> <p>Group work, seminars and lectures.</p> | <p><b>Certificate and Diploma</b></p> <p>Group discussions, group exercises, and group assessment</p> |



|  |   |   |
|--|---|---|
| <p><b>Masters</b></p> <p>In addition to the above, knowing how and when to draw on the knowledge and expertise of others; ability to contribute &amp; comment on ideas in group discussions.</p> | <p><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above; the dissertation</p> |
|--|---|---|

vii) Managing learning

| Intended Learning Outcomes  | Teaching and Learning Methods   | How Demonstrated?   |
|---|---|---|
| <p><b>Certificate and Diploma</b></p> <p>Ability to plan and construct responses to a brief, drawing upon a range of appropriate sources.</p>                                   | <p><b>Certificate and Diploma</b></p> <p>Independent research, lectures, and group-work, directed reading and exercises</p> | <p><b>Certificate and Diploma</b></p> <p>Assignment essays and examinations.</p>                    |
| <p>Ability to reflect upon behaviour and skills with a view to personal and professional development.</p>   | <p>Directed reading, lectures, group discussions and peer to peer feedback, problem solving sessions</p>                    | <p>Group and individual exercises, discussion within forums, assignments, case study exercises.</p> |
| <p><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above: the dissertation supervision process (group and 1-to-1),</p>             | <p><b>Masters</b></p> <p>Research Proposal; Dissertation</p>  |

viii) Career management

| Intended Learning Outcomes   | Teaching and Learning Methods   | How Demonstrated?   |
|--|---|---|
| <p><b>Certificate and Diploma</b></p> <p>Ability to reflect on motivation, strengths, interests and skills with a view to personal and professional development.</p> | <p><b>Certificate and Diploma</b></p> <p>Directed reading, lectures, group discussions and peer to peer feedback, problem solving sessions, independent research.</p> | <p><b>Certificate and Diploma</b></p> <p>Group and individual exercises, discussion within forums, assignments, case study exercises.</p> |
| <p><b>Masters</b></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><b>Masters</b></p> <p>In addition to the above; the dissertation supervision process</p>   | <p><b>Masters</b></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. Criteria for award and classification**

This programme follows the standard scheme of taught postgraduate award and classification set out in [Senate Regulations](#) – see the version of *Senate Regulation 6 governing taught postgraduate programmes of study* relevant to year of entry.

## **13. Progression points**

As defined in [Senate Regulations](#) - refer to the version of *Senate Regulation 6 governing taught postgraduate programmes of study* relevant to year of entry.

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/exit award where appropriate.

## **14. Rules relating to re-sits or re-submissions**

As defined in [Senate Regulations](#) - refer to the version of *Senate Regulation 6 governing taught postgraduate programmes of study* relevant to year of entry.

## **15. External Examiners reports**

The details of the External Examiner(s) for this programme and the most recent External Examiners' reports for this programme can be found at [exampapers@Leicester](mailto:exampapers@Leicester) [log-in required]

## **16. Additional features (e.g. timetable for admissions) n/a**

## Programme Specification (Postgraduate)

FOR ENTRY YEAR: 2022/23

Date created: March 2022

Last amended:

Version no. 2

### Appendix 1: Programme structure (programme regulations)

The University regularly reviews its programmes and modules to ensure that they reflect the current status of the discipline and offer the best learning experience to students. On occasion, it may be necessary to alter particular aspects of a course or module.

MSc in Management and Leadership

#### Credit breakdown

| Status               | Year long | Semester 1 | Semester 2 | Other delivery period |
|----------------------|-----------|------------|------------|-----------------------|
| Core taught          | n/a       | 60 credits | 45 credits | 30 credits            |
| Optional             | n/a       | n/a        | 15 credits | n/a                   |
| Dissertation/project | n/a       | n/a        | n/a        | 30 credits            |

Choose an item. credits in total

**Level 7/Year 1**      **Choose an item.**

Core modules

| Delivery period | Code   | Title  | Credits    |
|-----------------|--------|--|------------|
| Semester 1      | MN7400 | Academic Skills and Practice (Semester 1 and Semester 2) | n/a        |
| Semester 1      | MN7401 | Organisational Behaviour                                 | 15 credits |
| Semester 1      | MN7402 | Business Economics                                       | 15 credits |

|            |        |  |            |
|------------|--------|--|------------|
| Semester 1 | MN7403 | Accounting and Finance for Managers    | 15 credits |
| Semester 1 | MN7405 | Management Decisions and Risk Analysis | 15 credits |

| Delivery period | Code   | Title                                    | Credits    |
|-----------------|--------|--|------------|
| Semester 2      | MN7005 | Leading, Managing and Developing People  | 15 credits |
| Semester 2      | MN7002 | Leadership Practice                      | 15 credits |
| Semester 2      | MN7408 | Research Methods for Managers            | 15 credits |
| Term 3          | MN7433 | Dissertation (Management and Leadership) | 60 credits |

#### Optional Modules

| Delivery period | Code   | Title                                    | Credits    |
|-----------------|--------|--|------------|
| Semester 2      | MN7374 | International HRM                        | 15 credits |
| Semester 2      | MN7413 | Responsible Business in a Global Context | 15 credits |
| Semester 2      | MN7409 | Managing change and uncertainty          | 15 credits |
| Semester 2      | MN7404 | Marketing Management                     | 15 credits |

Notes n/a

#### Appendix 2: Module specifications

See taught postgraduate [module specification database](#) (Note - modules are organized by year of delivery).

