



PROGRAMME SPECIFICATION

Part 1: Information	
Awarding Institution	University of the West of England
Teaching Institution	University of the West of England
Delivery Location	University of the West of England
Study abroad / Exchange / Credit recognition	N/A
Faculty responsible for programme	Business and Law
Department responsible for programme	Business School: Business and Management
Professional Statutory or Regulatory Body Links	
Highest Award Title	PG Certificate Leadership and Management
Default Award Title	N/A
Interim Award Titles	N/A
UWE Progression Route	
Mode of Delivery	PT
ISIS code/s	N29X1 N29X32 (BR) N29X42 (PT)
For implementation from	September 2018

Part 2: Description
<p>This PG certificate aims to provide the students with:</p> <ul style="list-style-type: none"> • a critical understanding of some of the contemporary theory, practice and research relevant to leadership and management • conceptual understanding that enables them to evaluate critically current research and scholarship in the field of leadership and management • interpersonal, learning and research knowledge, tools and techniques that are necessary for effective and skilled performance in the practice of leadership and management • a developed understanding of the diverse roles, relationships and responsibilities of leaders and managers • the qualities and transferable skills required in the exercise of initiative and personal responsibility and decision-making in complex and unpredictable situations, and • the capacity to become reflective and autonomous learners <p>The teaching and learning methods used in the programme intend to challenge the existing perspectives of the students and encourage creative thinking. Thus many of the approaches used, including those that are case based, set concepts and problems in a wide range of contexts to add depth and complexity and to ensure an applied focus. Group learning approaches will also challenge students in a number of ways that will play a significant role in learning about leading and managing. Teaching is based on research literature, professional experience and significant use of debate and discussion. The emphasis on using real examples of workplace scenarios, often from students' own experience, places the focus on the very practical nature of learning about leadership and management in an organisational context.</p> <p>The delivery pattern for the programme is a block format over one year, where each module is delivered over 3 full days. This intense delivery mode has been adopted in recognition of and response to student preferences as it meets best the needs of practicing managers.</p> <p>The modules on the programme are also offered as part of the Business School's executive education offer so that students will be able to "gather modules" rather than commit to the whole programme from the start.</p>
<p>Programme requirements for the purposes of the Higher Education Achievement Record (HEAR)</p>
<p>The Programme supports the development of leaders and managers in contemporary organisations. It provides the knowledge and skills of not only the core principles of leadership and management but also the related areas of change practice, self-leadership, and human resource management.</p>
<p>Regulations</p>
<p>Approved to University Regulations and Procedures</p>

Part 3: Learning Outcomes of the Programme			
	Evidencing Work Based Learning in Leadership and Change	Personal Mastery in Leadership	Leading Change
Learning Outcomes:			
A) Knowledge and understanding of:			
Leading and Managing People – the complexities of leading and managing individuals and teams in organisations. Key learning outcomes on successful completion of the module include: Critical evaluation, explanation and reflection on the key elements of effective team-based leadership; Synthesise core concepts of leadership, leaders and managers, power and authority	✓		✓
Self-leadership personal effectiveness within an organisational context. Key learning outcomes on successful completion of the module include: Develop a critical understanding of the theory and practice of Personal Mastery in Leadership and its relevance for a range of professional and managerial roles; Gain a critical appreciation of the dynamics of complex networks and patterns of relationships in contemporary organisations	✓	✓	
Change Leadership – change leadership and its practice in an organisational context including: a critical understanding of the theory and practice of leadership and change, and their relevance for a range of professional and managerial roles that inform practice; the complexities of leading change initiatives effectively	✓		✓
(B) Intellectual Skills			
Think critically and be creative: manage the creative processes in self and others; organise thoughts, analyse, synthesise, and critically appraise. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately	✓		✓
Solve complex problems and make decisions: establish criteria, using appropriate decision-making techniques including identifying, formulating and solving business problems; and the ability to create, identify and evaluate options; the ability to implement and review decisions	✓	✓	✓
Use information and knowledge effectively: scanning and organising data, synthesising and analysing in order to abstract meaning from information and to share knowledge	✓	✓	✓

Part 3: Learning Outcomes of the Programme			
	Evidencing Work Based Learning in Leadership and Change	Personal Mastery in Leadership	Leading Change
Learning Outcomes:			
(C) Subject/Professional/Practical Skills			
the ability to conduct research into leadership and organisational issues either individually or as part of a team through research design, data collection, analysis, synthesis and reporting	✓		✓
the ability to design and evaluate effective coaching and mentoring and to conduct and maintain productive relationships within an organisational context: identifying needs; contracting; handling multiple clients; recognition and management of boundaries; working within professional codes of practice		✓	
effective two-way communication: listening, effective oral and written communication of complex ideas and arguments, using a range of media	✓	✓	✓
ability to recognise and address issues of power, diversity and ethics, applying personal and organisational values and ethics to situations and choices	✓	✓	✓
effective performance within team environments and the ability to recognise, develop and utilise individuals' contributions in group processes; develop client abilities to perform effectively in team settings		✓	✓
leadership and performance management: selecting appropriate leadership style for different situations; setting targets, motivating, monitoring performance		✓	✓
ability to recognise and address ethical dilemmas and CSR issues, applying ethical and organisational values to situations and choices			✓
(D) Transferable skills and other attributes			
deal with complex issues systematically and creatively	✓		✓
deal with complex issues systematically and creatively	✓	✓	✓
time management	✓	✓	✓
ability to continue to learn through reflection on practice and experience	✓	✓	✓
ability to continue to learn through reflection on practice and experience		✓	✓

Part 4: Programme Structure

This structure diagram demonstrates the student journey from Entry through to PG Cert Graduation for a typical part-time **student**, including: level and credit requirements; interim award requirements; module diet, including compulsory and optional modules

ENTRY	Compulsory Modules	Optional Modules	Awards
	UMOD3K-15-M Personal Mastery in Leadership UMOCBA-15-M Leading Change UMOCXY-30-M Evidencing Work Based Learning in Leadership and Change		PG Certificate Leadership and Management

Part 5: Entry Requirements

The University's Standard Entry Requirements apply with the following additions/exceptions*:

An honours degree (a lower second or above) from a recognised UK Higher Education institution or equivalent from a recognised overseas institution OR

An HND or equivalent professional award (for example, at NVQ 4), plus relevant work experience OR

Experience in a role with leadership or management responsibility.

Applicants without an honours degree or equivalent formal academic qualification would require the full support of their organisation and are likely to be working as middle managers in a suitable professional area. Applicants may be interviewed prior to acceptance.

Applicants whose first language is not English will be required to demonstrate appropriate English Language proficiency, by obtaining:

- A minimum grade of 6.5 overall on the British Council International English Language Test (IELTS) OR

A balanced TOEFL score of at least 600 (written scale) or 250 (computer scale) or 100 (internet based test)

Part 6: Reference Points and Benchmarks

In devising this programme a number of reference points have been taken into account.

In particular, the educational aims and learning outcomes of the programme reflect the requirements of the UK's QAA Framework for Higher Education in England, Wales and Northern Ireland for a qualification at Masters (M) level. This is evident in the language and content of the aims and learning

Part 6: Reference Points and Benchmarks

outcomes and is also addressed within individual modules.

This is a specialist programme offering in-depth study in a particular specialist area and ancillary subjects relevant to the specialism; the content of the programme has a strong theoretical base but also provides a range of skills relevant to practice.

The programme maps well against the UWE [Strategy 2020](#) as a research *and* practice oriented programme. The extensive involvement in programme design of key stakeholders, notably major regional employers, has ensured that the programme outcomes meet the needs of public services and businesses in the current environment. The development of the programme has also drawn on the considerable research expertise in leadership and management from across the faculty but notably from specialists in Organisation Studies, who have a focus on leadership, identity, creativity and change. Members of this group are experienced in applied research based on organisational fieldwork, which informs a leading role in the provision of CPD and executive development within the faculty. As a consequence, extensive practical experience and insight from working with a range of client organisations over the last 10 years provides a base of expertise upon which this programme has been developed.

[QAA UK Quality Code for HE](#)

- Framework for higher education qualifications (FHEQ)
- Subject benchmark statements
- Qualification characteristics for [Master's degrees](#)

[University policies](#)

Staff research projects
Any relevant PSRB requirements
Any occupational standards

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First CAP Approval Date	3 February 2015			
Revision ASCQ Approval Date	18 November 2015 28 June 2018	Version	1.2 2	<i>Link to RIA</i> link to RIA
Next Periodic Curriculum Review due date				
Date of last Periodic Curriculum Review				