

Programme Specification

BA (Hons) Leadership and Management Practice (Work Based)

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NOTE: This specification provides a 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 advantage of the learning opportunities that are provided. More detail on the specific learning outcomes, indicative content and the teaching, learning and assessment methods of each module can be found (1) at <http://www.bcu.ac.uk/business-school/courses.html>, (2) in the Module Specifications and (3) in the Student Handbook.

The accuracy of the information contained in this document is reviewed by the University and may be checked within independent review processes undertaken by the Quality Assurance Agency.

Awarding Institution / Body:	Birmingham City University
Teaching Institution:	Birmingham City University
Interim Awards and Final Award:	Cert HE/ Dip HE/ BA/BA (Hons)
Programme Title:	BA (Hons) Leadership and Management Practice
Main fields of Study:	Business, Management, Leadership
Modes of Study:	3 years
Language of Study:	English
UCAS Code:	EF0011 (3 years)
JACS Code:	EF0011 (3 years)

Relevant subject benchmark statements and other external reference points used to inform programme outcomes:

General business and management benchmarks

University Teaching and Learning Strategy

Faculty Teaching and Learning Strategy

Faculty Mission Statement

Management practice

Introduction – Background Thinking and Philosophy

The Business School's vision is centred on building its reputation as one of the UK's leading practice based Business Schools. At the heart of delivering this vision is close partnership and collaboration with business and other organisations. The distinctive feature of the practice based approach to management education is the anchoring of course content to knowledge and understanding of actual management practice and real world problem contexts in organisations. This contrasts with the traditional model of management education anchored around academic theory.

Our practice based model of management education has been a major design consideration for our BA (Hons) Leadership and Management Practice. It offers a different blending of academic content and management practice knowledge as compared with conventional three year campus-based business degrees.

Programme Philosophy and Rationale

The BA (Hons) Leadership and Management Practice (BA LMP) is a different type of undergraduate degree in business from that offered by the majority of UK business schools. The difference is the fact the degree is majority work based with students working with an employer or placement company for the second and final year of their degree.

Similar degrees do exist at a small number of other UK business schools notably Nottingham Trent University, Northumbria University, Durham University, Anglia Ruskin University and Bradford University. In this sense, despite the radically different nature of the degree model in terms of its design and delivery, it is a tried and tested model.

The BA LMP degree has been designed to be delivered in collaboration with business organisations. It is a degree model that is of its time and it responds to a number of themes and issues:

- The increased value attached to developing employability skills of undergraduates so they are confident and capable to gain traction in an organisation and make an impact as an 'early career' manager
- The importance of students gaining work experience to complement their degree
- The increased value attached to acquiring practice knowledge in addition to understanding academic theory
- The growing university/work choice facing many young students particularly with the arrangements for university fees in the UK
- The challenge many graduate recruiters face to attract and retain high calibre and talented graduates
- The increased importance of university-business engagement
- The attraction of a 'lower debt' university education offer for students who receive a salary (and may receive fee sponsorship/bursary for years 2 and 3)

By working in a placement or employing organisation, students learn through experience how their organisation works. Furthermore they learn what behaviours and attitudes are both expected and required to be effective as an individual and as a member of a team in their organisation. Increased commercial awareness, enhanced personal and organisational confidence and an increased capability to make sense of and understand organisational complexity follows from this learning

experience. This learning complements and enhances the learning that takes place through studying the curriculum on the degree.

Aims of the Programme

The educational aims of the BA Leadership and Management Practice are focused upon providing aspiring managers with relevant knowledge and a critical understanding of the theory and practice of being an effective manager within an organisation. This contributes to developing the confidence and capabilities required of graduate managers so that they are able to gain immediate traction and make an impact in an organisation. Work experience is vital to this development process as it helps our students understand how to align their behaviour and attitudes to the needs of the organisation, thereby, increasing their potential to be effective and deliver high performance in the early stages of their management career.

Intended Learning Outcomes and the means by which they are achieved and demonstrated:

Learning Outcomes¹

A. Knowledge and Understanding of:

1. The core disciplines of business including finance, economics, marketing, organisational behaviour, law and quantitative methods
2. Critical insight into the nature and practice of leadership and management in organisations
3. The key functional processes of businesses in practice
4. The global business environment and the impact of social, political, economic, legal and technological issues and trends on business and organisations
5. The relationship between management theory and practice

B. Analytical and Intellectual Capabilities to:

1. Analyse and critically evaluate a range of models, theories and business concepts and their application and use in solving problems
2. Apply appropriate analytical tools, techniques and frameworks in the analysis of complex problems and to guide informed judgements, choices and decisions
3. Undertake investigative research into business and management problems and rigorously approach research design and the application of research methods
4. Make effective use of the various sources of information, including on-line resources, and associated analytical tools and databases to analyse business situations

C. Professional, Transferable and Organisation Skills to:

¹ Guidance on the specification of learning outcomes is available from the Centre for the Enhancement of Learning and Teaching.

1. Demonstrate outstanding communication and inter-personal skills as an individual and working in teams
2. Confidently display and apply a range of transferable organisation skills and adapt their application to changing contexts
3. Evidence through achievement and experience an effective range of project management and team working skills
4. Demonstrate the effective use of information technologies to improve effectiveness and management performance
5. Evidence an ability to be enterprising and creative in driving new ideas and thinking forward in an organisation

D. Demonstrate and Display Behaviour and Attitudes that:

1. Demonstrate, through experience, the use of appropriate business behaviour in a range of organisational situations
2. Understand the need to adapt styles of management and leadership to changing situations and contexts in organisations, particularly different cultural contexts
3. Demonstrate commitment and high motivation to displaying the attitudes and values expected by an organisation
4. Display appropriate ethical and moral standards of behaviour within an organisation
5. Evidence commitment to continuous improvement, lifelong learning and on-going personal development

Criteria for Admission

Candidates must satisfy the general admission requirements of the programme. The current admission requirements can be found under the 'Entry Requirements' tab of the web page for this course.

Learning, Teaching and Assessment Methods

The degree is delivered on-campus for the first year (level 4) and uses intensive study blocks during the second and final year (levels 5 and 6). These involve lecture, seminar and workshop activities and where appropriate involve input from guest speakers, including managers and leaders from host organisations. A key objective is to introduce students to academic theory and experience-centred knowledge relating to the practice of management.

Given the degree involves the students working in their sponsoring company over the second two years of their degree there is considerable opportunity for experiential learning and reflection. There are several opportunities for students to undertake work based assignments and consultancy-type projects as part of their studies.

A wide variety of assessment approaches are used across the programme. These include business reports, academic papers, presentations, projects and case-based assignments. Many of the assessments tasks will involve application and critical reflection on the use of theory in the student's work context.

Programme Structure and Requirements, Levels, Modules, Credits and Awards

BA (Hons) Leadership and Management Practice (Work Based) Course Code: EF0011 (3 years)

Level 4 Cert HE (campus based)

Accounting and Finance (30 credits) ACC004	Economic Environment (15 credits) QME4007
Marketing Fundamentals (30 credits) MKT4003	Managing Organisations, People and Self (30 credits) MAN4002
New Venture Creation (15 credits) BUS4003	

Level 5 Dip HE (work based with 1 study block each term)

Business Models and Analytics (30 credits) MAN5012	Strategic Management: Theory and Practice (30 credits) MAN5014
Managing Operations and Performance Improvement (15 credits) MAN5013	Business Performance Improvement Project (30 credits) MAN5016
Managing Teams and Projects (15 credits) MAN5015	

Level 6 BA (Hons) (work based with 1 study block each term)

Change and Innovation in Organisations (30 credits) MAN6011	Issues in Leadership and Management Practice (30 credits) MAN6013
Leadership Development (15 credits) MAN6014	Organisation Impact Project (30 credits) MAN6015
Comparative Management Practice (15 credits) MAN6012	

The modules that define the degree are designed around three themes. Firstly the knowledge based modules cover the core discipline areas of business and management. These blend both academic theory and management practice knowledge. Second are the skills development modules which focus on self (Managing Organisations, People and Self at Level 4); team (Managing Teams and Projects at Level 5) and organisation (Leadership Development at Level 6) – all of which involve reflecting on skills development in the workplace. Finally, during the second and final year of the course an applied learning project is undertaken within the student's work organisation. These applied learning projects constitute a significant number of learning credits on the degree.

As students work in their sponsoring company for the second and final year of their course, delivery of programme content involves intensive study blocks. At each level of the degree there are modules that involve supervisory contact but largely involve independent learning and reflection and work based project work.

These are:

Managing Teams and Projects and Business Improvement Project during year two (level 5) and Leadership Development and Organisation Impact Project during the final year (level 6).

Students have both an academic and in-company mentor for their second and final year and there are regular visits by the academic mentor during the in-company work periods.

The study blocks will normally operate as 1-2 week study blocks and are provisionally scheduled as follows:

Level 5: Study Block 1 (2 weeks in October)

Modules covered: Managing Operations and Performance Improvement; Strategic Management: Theory and Practice; Managing Teams and Projects.

Study Block 2 (1 week in March)

Modules covered: Business Models and Analytics and Business Improvement Project.

Assessment Day/Workshop 1 day

Level 6: Study Block 3 (2 weeks in October)

Modules covered: Change and Innovation in Organisations; Comparative Management Practice and Leadership Development.

Study Block 4 (1 week in March)

Modules covered: Issues in Leadership and Management Practice and Organisational Impact Project.

Assessment Day/Workshop 1 day

There is an assessment/ workshop day at each level. During each academic year all students should receive a minimum of three scheduled visits from their University Academic Tutor.

Attached in the Appendix is the scheduling of study blocks and work periods for the programme.

BA (Hons) Leadership and Management Practice (Three Year Programme Cycle)

Year 1

Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Jul	Aug
Induction (1 week) Introduction: Course expectations Work based learning Workplace skills Academic requirements Securing your host organisation	Term 1 Modules: Accounting and Finance (30 credits) (Terms 1&2) Marketing Fundamentals (30 credits) (Terms 1&2) Economic Environment (15 credits) Activity sessions: Placements: Professional Skills In-Company Project- consultancy roles Employability Challenge Week (November)				Term 2 Modules: Managing Organisations People and Self (30 credits) (Terms 1&2) New Venture Creation (15 credits) Activity sessions: Placements: Assessment centres –recruitment and selection In-Company Project- consultancy delivery Employability Challenge Week (February)						
				AS1					AS 2 + AW	EB	

Year 2

Sept	Oct		Nov	Dec	Jan	Feb	Mar	April	May	June	Jul	Aug	
Work/ Learning Study Period	Study Block 1 (2weeks) Modules: -Managing Operations & Performance -Strategic Management: Theory and Practice -Managing Teams and Projects	Work/ Learning Study Period				Study Block 2 (1 week) Modules: -Business Models and Analytics -Business Improvement Project	Work/ Learning Study Period						
		Skills: Managing Teams and Projects Business Performance Improvement Project					Skills: Managing Teams and Projects Business Performance Improvement Project						
					AS3						AS4 + AW	EB	

Year 3

Sept		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Jul		
Work/ Learning Study Period		Study Block 3 (2 weeks) -Change and Innovation in Organisations -Comparative Management Practice -Leadership Development	Work/ Learning Study Period Skills: Leadership Development Organisation Impact Project				Study Block 4 (1 week) -Issues in Leadership and Management Practice -Organisation Impact Project	Work/ Learning Study Period Skills: Leadership Development Organisation Impact Project					
Assessment: AS = Assessment Submission AW = Assessment/Workshop Event EB = Exam Board					AS5						AS 6+ AW	EB	