Programme Specification
MBA in Executive Leadership and Management

This document applies to Academic Year 2021/22 onwards

Table 1 Programme Specification for MBA in Executive Leadership and Management

1.	Awarding institution/body	University of Worcester
2.	Teaching institution	University of Worcester (UW)
3.	Programme accredited by	N/A
4.	Final award or awards	MBA, PG Diploma, PG Certificate
5.	Programme title	MBA in Executive Leadership and Management, PG Diploma in Leadership and Management, PG Certificate in Leadership and Management
6.	Pathways available	N/A
7.	Mode and/or site of delivery	Students study modules through attendance at workshops delivered at day-schools or short block attendance e.g. weekends at the University and other sites approved by the University
8.	Mode of attendance and duration	Part time, normally for 30-36 months
9.	UCAS Code	N/A
10.	Subject Benchmark statement and/or professional body statement	Masters Awards in Business and Management (2015)
11.	Date of Programme Specification preparation/ revision	November 2012, June 2016 – update August 2017 - AQU amendments May 2018 – updated for re-approval August 2018 – AQU amendments February 2019 – AQU amendments August 2019, AQU amendments to Section 19 August 2020 – AQU Amendments August 2021 – AQU Amendments

12. Educational aims of the programme

The MBA in Executive Leadership and Management is an accredited postgraduate programme comprising bite-size packages of learning. It aims to develop business leaders' and managers' understanding and critical appreciation of the theories, tools, techniques and applications of leadership and management to enable them to more effectively lead and manage change in organisations and make effective use of resources in the strategic decision making process. It seeks to improve personal effectiveness, contributing to improved organisational performance, and thereby enhancing the quality of management as a profession.

The programme focuses upon applied learning, encouraging students to relate new knowledge and skills to real leadership and management scenarios. In particular, the purpose of the programme is to provide students with:

- An advanced understanding of leadership and management in organisations and the changing external context in which they operate.
- Opportunities for the systematic development of the skills of objective analysis, evaluation and presentation to enable students to further develop confidence in effectively appraising and implementing management strategies.
- The capability to understand their own approach to the role of leadership and to inform this approach through the development of appropriate knowledge, skills, behaviours and techniques in a dynamic way.
- An ability to apply knowledge and understanding of organisations, leadership and management to complex issues, both systematically and creatively, to improve leadership and management practice.

- Enhanced lifelong learning skills and personal development so as to be able to work with self-direction and originality and to contribute to business and society at large.
- A stimulating academic environment which is based upon the values of academic openness and critical appraisal.

These aims and the accompanying intended learning outcomes stated below, are presented for those students completing the MBA in Executive Leadership and Management award. For students completing individual modules, it is the specificity of the intended learning outcomes at the individual module level which will apply, and which will be measured by the completion of related assessment tasks.

The programme can also be used to form the taught component of the Senior Leaders Masters' Degree Apprenticeship (SLMDA) – see Section 15.

13.   Intended learning outcomes and learning, teaching and assessment methods

This programme will give students the opportunity to develop a sound understanding of the principles of leadership and management and learn to apply these principles more widely. Through this, they will learn to evaluate the appropriateness of different approaches to solving problems. Their studies will have a vocational orientation, enabling them to perform more effectively in leadership and management in their own workplace contexts. Holders of qualifications at this level will have the qualities necessary for employment in situations requiring the exercise of personal responsibility and decision-making.

The overall contribution of the programme to knowledge, understanding, and skills are highlighted below. Specific intended learning outcomes are identified in the module specifications.

PG Certificate in Leadership and Management award

The following applies to the successful completion of the PG Certificate in Leadership and Management award, based on 40 credits of mandatory modules and any combination of 20 credits of optional modules:

Table 2 knowledge and understanding outcomes and which module/code they relate to

Knowledge and Understanding		
LO no.	On successful completion of the **PG Certificate**, students will be able to:	Module Code/s
1.	Critically evaluate the roles and functions of leadership and management based on board and systematic understanding and knowledge of organisational contexts	BUSM4210, BUSM4219 BUSM4246
2.	Conduct a critical investigation of selected core disciplines of business and management	BUSM4210, BUSM4219
3.	Provide a critical evaluation of their own leadership capabilities and how to develop them in the future	BUSM4246

Table 3 cognitive and intellectual skills outcomes for module code/s

Cognitive and Intellectual skills		
4.	Apply creative and critical thinking to selected areas of leadership and management	BUSM4210, BUSM4219 BUSM4246
5.	Undertake problem solving and demonstrate how to deal with complex issues of leadership and management in a prescribed range of scenarios	BUSM4210, BUSM4219 BUSM4246

Skills and capabilities related to employability		
6.	Provide critical reflection upon their own leadership and management roles within the organisation and a sensitivity to the differing perspectives of others.	BUSM4210, BUSM4219 BUSM4246
7.	Demonstrate information retrieval, organisation and effective dissemination for leadership and management purposes at both a strategic and operational level.	BUSM4210, BUSM4219 BUSM4246

PG Diploma in Leadership and Management award

The following applies to the successful completion of the PG Diploma in Leadership and Management award **and includes all of the above for the PG Certificate in Leadership and Management,** based on 40 credits of mandatory modules and any combination of 80 credits of optional modules:

Knowledge and Understanding		
LO no.	On successful completion of the **PG Diploma**, students will be able to:	**Module Code/s**
1.	Demonstrate an understanding of the core disciplines of business and management including finance, human resource management, operations management, marketing, sales and business strategy.	Optional modules
2.	Conduct a critical investigation of principles and practices of leadership in a variety of organisational contexts and sectors	Optional modules
3.	Demonstrate the application of strategic thinking to successful leadership and management in organisations in a broad range of scenarios	Optional modules
4.	Implement and evaluate the processes of strategic problem solving and decision making.	Optional modules

Cognitive and Intellectual skills		
5.	Demonstrate critical thinking and critical appraisal applied to current areas of leadership and management	Optional modules
6.	Undertake problem solving and demonstrate how to deal with complex issues of leadership and management in a broad range of scenarios	Optional modules
7.	Derive interpretation and abstracting meaning from a variety of financial and non-financial data to inform strategic decision making	Optional modules
8.	Exercise judgement and understanding in relation to ethical issues and practice.	Optional modules

Skills and capabilities related to employability		
9.	Provide critical reflection upon their own role within the organisation and a sensitivity and appreciation of the differing perspectives of others.	Optional modules
10.	Demonstrate information retrieval, organisation, analysis, evaluation, presentation and effective dissemination	Optional modules

11.	Demonstrate an ability to conduct research investigations into leadership and management issues	Optional modules

MBA in Executive Leadership and Management award

The following applies to the successful completion of the **MBA in Executive Leadership and Management award and includes all of the above for the PG Diploma in Leadership and Management,** based on completion of 100 credits of mandatory modules and any combination of 80 credits of optional modules:

Table 8 knowledge and understanding outcomes and which module/code they relate to

Knowledge and Understanding		
LO no.	On successful completion of the **MBA**, students will be able to:	**Module Code/s**
1.	Demonstrate an understanding of the processes of strategic problem solving and decision making through a substantive, independent research investigation	BUSM4206
2.	Conduct a critical evaluation of a range of research methodologies that can be applied to the study of business management and leadership	BUSM4205

Table 9 cognitive and intellectual skills outcomes for module code/s

Cognitive and Intellectual skills		
3.	Demonstrate critical thinking and critical appraisal applied to a current area of leadership and management, through a substantive, independent research investigation	BUSM4206
4.	Exercise judgement and understanding in relation to ethical issues and practice, in the production of an independent research investigation.	BUSM4206

Table 10 learning skills and capabilities related to employability outcomes for module code/s

Skills and capabilities related to employability		
5.	Demonstrate information collection, processing, organisation analysis, evaluation and effective dissemination, via a substantive, independent research project	BUSM4206
6.	Demonstrate an ability to conduct independently managed research into leadership and management issues with supervisory support	BUSM4206

The following Transferable Skills are presented for all three awards: PG Certificate, PG Diploma and MBA

Table 11 transferable skills for all three awards

1.	Independent learning skills with open mindedness and critical enquiry, supported with an appropriate level of numeracy and quantitative skills
2.	Skills of self-management and personal effectiveness, e.g. time management, in order to achieve intended goals
3.	Reflective capacity to determine current and future routes for continuous professional development for self and for others
4.	Effective use of ICT and demonstration of ability in utilising a range of appropriate software packages

5.	The ability to both lead and manage a team as well as make an effective contribution to an established team, understanding individual behaviours, team formation and team dynamics

Learning, teaching and assessment

As this is a part-time programme, aimed at professionals who are already engaged in leadership and management functions within their respective workplace, great care has been taken in designing the programme to adopt a blended learning approach. Workshops are integrated as part of the learning process with on-line resources available via the Virtual Learning Environment (VLE), and individual tutorial support, both face-to-face and on-line. The workshops (for example: 3hrs on one evening per week; or 2 x one-day per month), will be facilitated by tutors and will draw upon the experience of the group in addressing the content indicated in the module outlines provided in the Course Handbook. The sessions will be structured using a variety of activities, including group discussion, case study analysis, role play, simulation and tutor input as appropriate to the needs of the subject matter and the learning outcomes of the module.

Teaching

In developing the MBA in Executive Leadership and Management, consideration has been given to the following: -

- facilitation of self-directed and autonomous learning via the assessment process;
- the need to encourage supportive (informal) learning networks via the VLE;
- facilitation of active reflection upon own leadership style, management role, associated competencies and potential.
- assessment approaches which are compatible with, and reflect, the teaching and learning ethos of Worcester Business School and the University of Worcester, namely a student-centred learning paradigm.

A wide variety of learning and teaching methods have been designed for use in the modules that comprise the programme, for example interactive workshops, lectures, seminars, work-based fieldwork, and practical activities, etc. Particular care has been taken to ensure that modules utilise complementary teaching, learning and assessment approaches so that students experience a good balance of activities.

During the final stages of the MBA in Executive Leadership and Management programme, completion of the Research Methods module is mandatory to provide the necessary guidance required to undertake a piece of supervised work-based research. In order to support this learning, students will be required to develop a viable research proposal which they will present to an audience that includes a member of the teaching team with the necessary subject knowledge. This member of staff will then normally be designated as the supervisor for the dissertation component of the course which follows on from the Research Methods module and concludes the MBA in Executive Leadership and Management award.

Support for students, in relation to study skills, takes a variety of forms on the programme. Since students will normally only attend the University for maybe five evenings or two days in order to complete a 10-credit module, academic study skills and report writing requirements may prove challenging. Guidance on study skills is provided both during induction, and via the VLE in the form of on-line support material. Students will also be directed to other University-based support provided via the Course Manager, for example. (NB: for those students studying as part of the SLMDA, additional study support will be provided – see apprenticeship specification for further details).

In addition, meetings with personal academic tutors are made available on at least four occasions in the first year and three occasions in each of the other years of a course.

The University places emphasis on enabling students to develop the independent learning capabilities that will equip them for lifelong learning and future employment, as well as academic achievement. A mixture of independent study, teaching and academic support from Student Services and Library Services, and also the personal academic tutoring system enables students to reflect on progress and build up a profile of skills, achievements and experiences that will help them to flourish and be successful.

Contact Time

In a typical 10 credit module there will be at least 15 hours of timetabled teaching in lectures, seminars and small-group work. The precise contact hours will depend on the optional modules selected. Typically, class contact time will be structured around:

- Information giving, facilitated discussions, small group work, presentations
- Practical skills – the opportunity to practise group facilitation, presentation, communication and listening skills.

Independent self-study

In addition to the contact time, students are expected to undertake regular personal self-study, plus additional preparation for assessments and examinations. Typically, this will involve communicating with individual tutors to discuss progress and feedback, completing online activities, reading journal articles and books, working on individual and group projects, undertaking research in the library or online. In addition to this, students will spend time sharing ideas with fellow students, and may take part in extra-curricular learning activities and engaging within their workplace. The actual amount of additional time required for independent self-study will vary according to prior experience and the learning style of the individual, but students may normally be expected to set aside an average of between 7-10 hours per week.

Independent learning is supported by a range of excellent learning facilities, including the Hive and library resources, the virtual learning environment, and extensive electronic learning resources as well as our network of employers and entrepreneurs.

Teaching staff

Students will be taught by a teaching team whose expertise and knowledge are closely matched to the content of the modules on the course. The team includes senior academics, professional practitioners with industry experience and business leaders and employers.

Teaching is informed by research and consultancy, and as of December 2017, 50 per cent of course lecturers have a higher education teaching qualification or are Fellows of the Higher Education Academy. Teaching is informed by the research and consultancy work carried out by staff. Staff profiles can be viewed at the WBS Staff Profile Page.

Assessment

The precise assessment requirements in an academic year will vary according to the modules taken. The assessment strategy has been designed so that:

- All modules have both formative and summative assessment elements. Formative assessment allows tutors and students to recognise strengths and weaknesses in learning and to address those issues immediately. Summative assessments are graded and count towards the final module grade, and they are assessed against the specific module learning outcomes.
- Typically, 10 credit, Level 7 modules will have one summative assessment item.
- A variety of assessment types (reports, portfolios, presentations, essays and reports) are designed to suit different learning styles.
- Different types of employability skills are embedded in all modules.

14.   Assessment strategy

The Assessment strategy of the programme, like the Learning and Teaching strategy, has been designed to provide students with a variety of challenges appropriate for Masters level modules in leadership and management. The range of assessments are specified in the module specifications. Further details are provided in the Course Handbook. Whilst all students are required to complete summative assessed work on an individual basis, students at postgraduate level, are actively encouraged to discuss their understanding of models, concepts and theories, and more importantly their application to a given scenario, with other members of their group. This allows the sharing of ideas and experiences, testing of understanding, and a greater critical evaluation of the ideas under discussion. This sharing of ideas is encouraged through the VLE. In this way students learn from each other and develop relationships that will help them through the rest of their programme. Formative assessment is therefore often conducted by group-based activities. Opportunities for formative assessment are identified within individual modules. Detailed assessment briefs are made available to students via the VLE.

In line with UW requirements, wherever practicable, assignments will be marked anonymously. In marking assessed work, moderation and double marking is standard practice. Where there is some doubt as to the authorship of an assessment, University of Worcester has its own published policy for investigating plagiarism.

In testing student understanding, great use is made of relevant and up to date case studies that encourage students to apply leadership and management theories, models and concepts to critically evaluate their own work-based situations. In this way students are encouraged to use their studies to critically evaluate and reflect upon their own organisations and issues.

Students will receive support from their module tutor during the period of assessment of the module. During this time, students will have access to the VLE which will offer guidance, web links and other materials designed to support the student in engaging with the assignment. Students will also have access to tutors via the telephone, or indeed via an appointment made to see the tutor through e-mail correspondence. The assignments are designed to demonstrate critical thinking around the specific issue or problem which will form the focus of the assignment. It is expected that appropriate theoretical ideas will be used from the course and wider reading, as directed, and applied appropriately in the course of analysing the issue or problem. There will be an opportunity to apply these ideas and reflect critically upon them in order to evaluate their appropriateness in given situations.

In designing the assessment strategy for the MBA in Executive Leadership and Management, the programme team have been careful to align with the University's Assessment Policy and the University's Generic Grade Descriptors at Masters level.

15.   Programme structures and requirements

The following awards are completed by taking and passing modules of study, some of which are mandatory (as indicated). The maximum registration periods allowed for the completion of these awards in part time mode (without credit on entry) are as follows:

MBA in Executive Leadership and Management	6 years
PG Diploma in Leadership & Management	4 years
PG Certificate in Leadership & Management	2 years

Award map for PG Certificate in Leadership and Management (60 credits) and for PG Diploma in Leadership and Management (120 credits)

Table 12 award map for each level of the course

		Status Mandatory (M) or Optional (O)

Module Code	Module Title	Credits (Number)	PG Cert	PG Dip	MBA
BUSM 4210	Marketing Strategy*	10	M	M	M
BUSM 4219	Finance for non-financial Managers: Understanding the numbers*	10	M	M	M
BUSM 4246	Performance Leadership*	20	M	M	M
BUSM 4214	Corporate Strategy: Planning to Win*	10	O	O	O
BUSM 4215	Operational Strategy: Delivering Business Efficiency*	10	O	O	O
BUSM 4217	Attracting, recruiting and retaining talent*	10	O	O	O
BUSM 4218	A Strategic Approach to Finance*	10	O	O	O
BUSM 4221	Innovate to Win: Dare to be Different*	10	O	O	O
BUSM 4247	Leading and Managing Change*	10	O	O	O
BUSM 4248	Coaching & Mentoring*	10	O	O	O
BUSM 4249	Managing Corporate Reputation*	10	O	O	O
BUSM 4251	Work Based Project (not available for SLMDA)	20	O	O	O
BUSM 4205	Research Methods*	20	-	-	M
BUSM 4206	Dissertation*	40	-	-	M
	Total Credits	180			

PG Certificate
To be awarded the PG Cert in Leadership and Management students must successfully complete 60 credits at Level 7 comprising modules in areas of both Leadership and Management. Modules BUSM4210, BUSM4219 and BUSM4246 are mandatory modules comprising 40 credits of study. In addition 20 further credits of study must be completed using any combination of optional modules.

PG Diploma
To be awarded the PG Dip in Leadership and Management students must successfully complete the PG Certificate plus another 60 credits of optional modules to a total minimum of 120 credits at Level 7.

Masters (MA/MSc/MBA)
To be awarded the MBA in Executive Leadership and Management, students must complete a total of 180 credits at Level 7 including BUSM4205 Research Methods and BUSM4206 Dissertation. The topic of this dissertation can be grounded in either Leadership or Management.

For the taught component of the SLMDA, the modules marked with * must be completed: BUSM4205, BUSM4206, BUSM4210, BUSM4214, BUSM4215, BUSM4217, BUSM4218, BUSM4219, BUSM4221, BUSM4246, BUSM4247, BUSM4248, and BUSM4249. Module BUSM4215, Work Based Project cannot be taken for this award.

16. QAA and professional academic standards and quality

This award is located at level 7 of the FHEQ.

All Masters programmes in business and management in the UK, must relate to the QAA Subject Benchmark. The Benchmark recognises that there is a wide diversity of courses available and that these different orientations need to be explicitly addressed when designing the learning, teaching and assessment requirements, as well as the specific knowledge, understanding and skills that underpin the course.

The different types of business and management Masters courses, as defined by QAA, are set out later in this section. The current proposal is designed to offer a Type 3 award which provides a career development approach to the teaching of business and management subjects. This course is oriented towards students who have a minimum of two years business/management experience at the appropriate level, in addition to a first degree in any discipline. It is also aimed at mature entry students, or those seeking a career change. All aspects of the MBA in Executive Leadership and Management programme are strategic in focus, with a professional (practical) orientation.

The QAA subject benchmark for Masters awards in Business and Management specify key areas of knowledge and understanding and these have been used to inform the assessment strategy for this generalist programme in leadership and management. The mapping exercise demonstrates the way in which the programme modules support the ten key areas of knowledge and understanding. The QAA subject benchmark also provides a skill set for Masters programmes and these have been mapped to show which modules act to support the key transferable skills associated with leadership and management. Full details of mapping are available in the Course Handbook.

The programme has been informed by the Framework for Higher Education Qualifications in England, Wales and Northern Ireland (QAA), which sets out for Masters level qualifications (Level 7, FHEQ), qualification descriptors exemplifying the outcomes expected from an award at this level. For example, the FHEQ states that students performing at this level require 'a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of their academic discipline, field of study, or area of professional practice'. Moreover, it is stated that at this level, students are required to 'deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences'. They must also 'demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level'. The MBA in Executive Leadership and Management aims and outcomes, specified earlier in this document, capture this emphasis upon critical awareness of current problems, dealing with complex issues and demonstrating creativity and originality in analysing and solving problems.

In particular, the specialist modules, the Research Methods and Dissertation are designed to help instil within students a critical awareness of current research and scholarship within the areas of leadership and management. The Dissertation, in particular, provides students with an opportunity to engage in a critical review and application of research methodologies relevant to the various aspects of leadership and management research.

QAA Masters Programmes in Business in Management Framework (2015)

Full details on the QAA Subject Benchmark Classification for Masters Degrees in Business and Management is available at:
http://www.qaa.ac.uk/en/Publications/Documents/SBS-Business-and%20Management-15.pdf

The MBA in Executive Leadership and Management (and related PG Certificate and PG Diploma intermediate awards) accords with Type 3 on the following QAA Classification:

Table 13 QAA classification

Programme type	Description	Illustrative titles

Type 1	Specialist	
	Specialist (career entry) Specialist master's degrees either for career entry or career development.	MA or MSc in Marketing or Human Resource Management.
	Specialist (career development) Specialist master's degrees either for career entry or career development.	MA or MSc in Marketing or Human Resource Management.
Type 2	Generalist (career entry) Generalist master's degrees for career entry.	MA / MSc in Management or Business Studies.
Type 3	**MBA type (career development)** Master of Business Administration (MBA) type degrees. Grounded within the base of the students' professional experience.	MBA or MBA Health or other sector management.

Where the MBA is adopted to form the taught component of the SLMDA, the programme has been mapped to the Apprenticeship Standard.

17.   Support for students

The following activities and documents have been put in place to provide support for Postgraduate students at Worcester Business School:

- A brief Induction programme is available within each course (module) of the programme. This will cover :
  - o   A brief overview of the programme
  - o   an introduction to the delivery pattern of the module (e.g. 2 x one-day per month inputs for a 10 credit module, followed by a period of tutor support during which those students seeking accreditation prepare their assignment)
  - o   instructions on accessing the VLE to support the programme/ module
  - o   where to go to seek additional advice on progression through the programme

  For those students seeking to register for a named award e.g. PG Certificate, Diploma or MBA in Executive Leadership and Management, a full induction will be available on 3 occasions during the course of the year, involving inputs from Student Services and the Library service and IT service.
- Course handbook (available via the VLE) including guidance for tackling assessments, including the Dissertation, and module outlines
- Support through the Information Desk and Study Guides
- Student Representation on Course Management Committee (and course committee for student consultative purposes, once introduced), to address course-wide issues
- Each student is allocated a personal academic tutor to provide support for learning.
- Registry provides student-specific information, including module results, on the SOLE page of the University website
- Range of support services available through Student Services - *http://www.worcester.ac.uk/student-services/index.htm*
- English language support provision available through the Language Centre
- Disability and Dyslexia Service provides support for those students with registered disabilities, such as Dyslexia - *https://www2.worc.ac.uk/disabilityanddyslexia/*
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The University has an Equal Opportunities Policy, together with equality schemes and action plans promoting equality in relation to race, disability, gender, age and sexual orientation. Progress in implementation is monitored by the Equality and Diversity Committee.

> During the induction, students will receive guidance to support a re-orientation to study and a full understanding of issues related to academic integrity. In addition, a full range of study skills advice sheets are available through the University. This includes advice regarding skills such as self-organisation, minimising stress and reading efficiently. This information will be made available via the VLE. Support is also provided in relation to

study at a distance, note-taking and oral presentation skills, all of which will prove invaluable for those returning to study, and indeed for some, to Higher Education for the first time. Other information deals with the issue of plagiarism and referencing. Module tutors are also available as a valuable resource to guide and advise on the completion of assessments.

https://www2.worc.ac.uk/firstpoint/
https://www.worcester.ac.uk/life/help-and-support/services-for-students/home.aspx
https://www2.worc.ac.uk/disabilityanddyslexia/

18.   Admissions

Admissions policy
This programme is open to Business Owners, Chief Executives, Directors, Senior and Middle Managers, namely, those with leadership responsibility and who are ready to explore their capability in depth.

Entry requirements

- The MBA in Executive Leadership & Management is appropriate for you if you have experience of senior management in either a commercial or public sector environment. You need not necessarily have had previous exposure to studies in business, leadership or management.
- Applicants will normally have a first or second-class Honours Degree or equivalent in any subject and at least two years of business/management experience at a senior level.
- The IELTS score for international applicants is 6.5 (with no less than 5.5 in each component). Other English Language qualifications will be considered.

See Admissions Policy for other acceptable qualifications.

Recognition of Prior Learning
Students with relevant previous study at postgraduate level or with extensive experience may be considered eligible for recognition of prior learning. Please contact the Registry Admissions Office for further information or guidance on 01905 855111.

Further information on Recognition of Prior Learning can be found at
http://www.worcester.ac.uk/registryservices/941.htm

Admissions procedures
Applicants will not be interviewed, unless there are concerns regarding the position or management experience of the applicant that require clarification.   The Programme Manager will offer to meet with all candidates to discuss progression options at any point during the application process.

Admissions/selection criteria
Candidates will be selected on the basis of evidence of a capability to engage with academic work at postgraduate level and a track record in a leadership and management position.

19.   Regulation of assessment

The course operates under the University's Taught Courses Regulatory Framework

Requirements to pass modules
- Modules are assessed using a variety of assessment activities which are detailed in the module specifications.

- The minimum pass mark is D- for each module.
- Students are required to submit all items of assessment in order to pass a module, and in some modules, a pass mark in each item of assessment may be required.
- Full details of the assessment requirements for a module, including the assessment criteria, are published in the module outline.

Submission of assessment items
- Students who submit course work late but within 7 days (one week) of the due date will have work marked, but the grade will be capped at D- unless an application for mitigating circumstances is accepted.
- Students who submit work later than 7 days (one week) will not have work marked unless they have submitted a valid claim of mitigating circumstances.
- For full details of submission regulations please see the Taught Courses Regulatory Framework.

Retrieval of failure
- Students are entitled to resit failed assessment items for any module that is awarded a fail grade.
- Reassessment items that are passed are capped at D-.
- If a student is unsuccessful in the reassessment, they have the right to retake the module (or, in some circumstances, take an alternative module); the module grade for a re-taken module is capped at D-.
- A student who fails 60 credits or more after exhausting all reassessment opportunities may be required to withdraw from the University.
- A student will be notified of the reassessment opportunities in the results notification issued via the secure student portal (SOLE). It is the student's responsibility to be aware of and comply with any reassessments.

Requirements for Awards
Table 14 requirements for awards

Award	Requirement
PG Cert	Passed a minimum of 60 credits at level 7, as specified on the award map
PG Dip	Passed a minimum of 120 credits at level 7, as specified on the award map
MBA	Passed a minimum of 180 credits at level 7, as specified on the award map
This award forms the taught component of the Senior Leaders Masters' Degree Apprenticeship	Passed a minimum of 180 credits at level 7, as specified on the award map in section 15 with an '*'

PG Cert and PG Dip awards are unclassified. The awards of Masters may be made with Pass, Merit or Distinction.

20.   **Graduate destinations, employability and links with employers**

   Most students completing the MBA in Executive Leadership and Management will normally already be in employment and holding a position of significant leadership responsibility.

- Worcester Business School has dedicated Employer Engagement Team which share responsibility for promoting closer links with employers, through the Business School Advisory Board, links with professional organisations e.g. Institute of Directors, Federation of Small Businesses, Herefordshire and Worcestershire Chamber of Commerce; professional bodies e.g. Chartered Management Institute CMI), Chartered Institute of

Personnel and Development (CIPD), Institute of Leadership & Management (ILM), Chartered Institute of Marketing (CIM) and also via direct engagement.

- The Business School has strong links with other intermediary organisations, such as Social Enterprise West Midlands, Women in Rural Enterprise etc. As above, the University represents an important regional (and national/ international) focus for networking, and this may add tremendous value during engagement with the programme.
- University of Worcester Careers Advisory Service provides on-going support for registered students on the programme.
- Periodic Career Fairs are organised by WBS and by Student Careers Service.
- The majority of learners studying for the MBA in Executive Leadership and Management are already working within leadership and management roles, however, completion of the MBA enables learners to break through the 'glass-ceiling' and progress onto more senior leadership roles.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in associated course documentation e.g. course handbooks, module outlines and module specifications.