Programme Specification
PG Cert/PG Dip/MA in
Leadership in Organisations

1. Programme title	Leadership in Organisations
2. Awarding institution	Middlesex University
3. Teaching institution	Middlesex University
4. Programme accredited by	NA
5. Final qualification	PGCert Leadership in Organisations PGDip Leadership in Organisations MA Leadership in Organisations
6. Year of validation Year of amendment	
7. Language of study	English
8. Mode of study	Full Time / Part Time

9. Criteria for admission to the programme
An honours degree (1st or 2nd class), or equivalent, in any discipline from a British University or a recognised overseas equivalent. Alternatively, students with relevant experience or qualifications may be admitted to the programme. Applicants who have successfully completed Middlesex's Postgraduate Certificate in Leadership and Management or equivalent may be admitted with advanced entry.
Students entering the part-time mode will normally be expected to be working in line management or a role with significant people management responsibility.
For international applicants whose first language is not English the requirement is that they have a minimum of IELTS 6.5 (with a minimum 6.0 in all four components).

10. Aims of the programme
The programme will develop students' knowledge of, and ability to critically evaluate contemporary issues and a range of theoretical approaches to and perspectives on leadership in organisations. Students will be equipped with skills which will allow them to be effective when leading a workforce in a complex, dynamic and increasingly global organisational environment. It will enable students to apply theory to everyday situations in order to consult on, manage and lead effectively on a range of projects, issues and initiatives related to leading in organisations. Students will also be required to reflect critically on their professional development and develop a sound platform should they wish to pursue further academic study at PhD level.

11. Programme outcomes

A. Knowledge and understanding

On completion of this programme the successful student will be able to:

A1. Demonstrate critical insights pertaining to the contested nature of leadership theory and practice in the 21st century and emerging trends of leadership and management learning

A2. Critically evaluate theory, leadership and management learning

A3. Demonstrate critical understanding of the organisational contexts in which contemporary leadership/ management is played out (enacted) in different organisations, spaces and places

A4. Critically review the role of

Teaching/learning methods

Students gain knowledge and understanding through lectures, workshops sessions, on-line and practical exercises, conducting research both as a part of the module outcomes and the coursework.

Assessment methods

Students' knowledge and understanding is assessed by a variety of individual and group coursework, and reflexive activities throughout the programme.

leadership in the strategic management of people and resources in organisations A5. Critically review the challenges to practice of leadership ethics A6. The importance of critical perspectives in leadership decision making A7. The place of evidence and research methods in supporting leadership	
B. Cognitive (thinking) skills On completion of this programme the successful student will be able to: B1. Practice reflection and reflexivity B2. Critically review the impact of management models, concepts and theories B3. Engage in complex problem-solving with a view to enacting leadership in different organisational contexts B4. Construct arguments and defend a position in relation to oppositional views of leadership B5. Critical evaluate and rationalise the application of diverse investigative methodologies in the context of organisational management and leadership.	**Teaching/learning methods** Students learn cognitive skills through lectures, workshops sessions, on-line and practical exercises, conducting research both as a part of the module outcomes and the coursework. **Assessment methods** Students' cognitive skills are assessed by a variety of individual and group dialogue and coursework, as well as reflexive activities throughout the programme
C. Practical skills	**Teaching/learning methods**

On completion of the programme the successful student will be able to:

C1. Demonstrate leadership and associated interpersonal skills to address organisational performance and problems
C2. Construct and develop their own evolving personal leadership identity and that of others
C3. Demonstrate the ability to manage group dynamics and effectively lead a team
C4. Present arguments and defend a position in relation to oppositional views of leadership and management learning in a variety of formats;
C5. Undertake research and apply diverse investigative methodologies in the context of organisational management and leadership.
C6. Develop, plan and recommend implementation of strategic decisions and organisational change Interventions
C7. Apply contemporary leadership concepts, theories models and frameworks to variety of dynamic organisational environments

Students learn practical skills through a series of workshops, seminars and assignments that represent a thread through all of the modules. For MA students there is a requirement to undertake a dissertation which will further develop their research and writing skills. .

Assessment methods

Students' practical skills are assessed by a variety of individual and group coursework, reports, presentations, and reflexive activities throughout the programme along with a significant piece of leadership/business research.

12. Programme structure (levels, modules, credits and progression requirements)

12. 1 Overall structure of the programme

MA Leadership in Organisations Full time
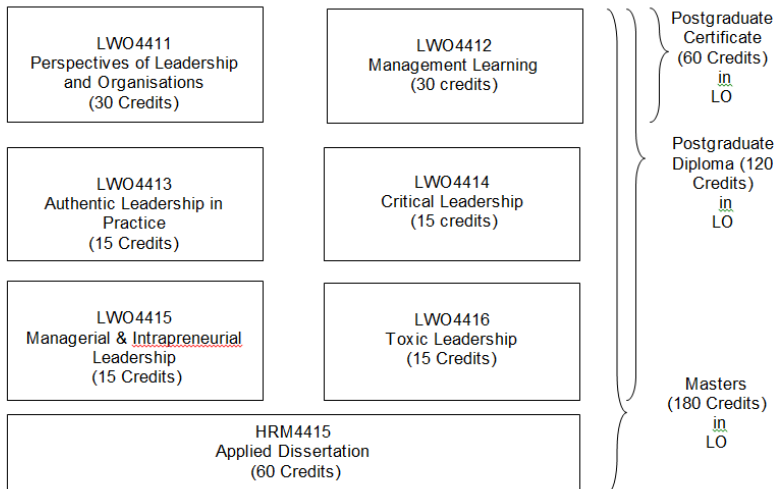
For a PGCert: LWO4411 + LWO4412 and for a PGDip: LWO4411 + LWO4412 + LWO4413+ LWO4414 + LWO4415 + LWO4416

MA Leadership n Organisations
Part time

Year 1

| LWO4411 Perspectives of Leadership and Organisations (30 Credits) | LWO4412 Management Learning (30 credits) |

Postgraduate Certificate (60 Credits) in LO

Year 2

| LWO4413 Authentic Leadership in Practice (15 Credits) | LWO4414 Critical Leadership (15 credits) |

| LWO4415 Managerial & Intrapreneurial Leadership (15 Credits) | LWO4416 Toxic Leadership (15 Credits) |

| HRM4415 Applied Dissertation (60 Credits) |

Postgraduate Diploma (120 Credits) in LO

Masters (180 Credits) in LO

For a PGCert: LWO4411 + LWO4412 and for a PGDip: LWO4411 + LWO4412 + LWO4413+ LWO4414 + LWO4415 + LWO4416

12.2 Levels and modules		
Level 7		
MA Leadership in Organisations		
COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
Students must take all of the following: LWO4411 LWO4412 LWO4413 LWO4414 LWO4415 LWO4416 HRM4415		Students must achieve 180 credits to qualify for an MA Students must achieve 120 credits to progress to the research project

PGDip Leadership in Organisations	
COMPULSORY	PROGRESSION REQUIREMENTS
Students must take ALL of the following: LWO4411 LWO4412 LWO4413 LWO4414 LWO4415 LWO4416	Students must achieve 120 credits to achieve PGDip qualification

PG Cert Leadership in Organisations	
COMPULSORY	PROGRESSION REQUIREMENTS
Students must take ALL of the following: LWO4411 LWO4412	Students must achieve 60 credits to achieve PG Cert

12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)	
Module level	Module code
7	Compensation is not normally granted for level 7 modules.

13. Curriculum map

See page 37

14. Information about assessment regulations
Middlesex University Assessment Regulations apply to this programme, without exception.

15. Placement opportunities, requirements and support (if applicable)
Engagement with an organisation is desirable for completion of the Applied Dissertation stage of the programme. Students may engage with employers in a variety of ways, for example, offering to undertake internal consultation-style engagements. The programme supports the development of practitioners who already practice or aspire to work or progress to leadership positions in organisations. Completing the programme will enable them to enjoy enhanced employment opportunities in their profession and chosen sector.

16. Future careers (if applicable)

For managers and leaders, the programme will ground them more deeply both in leadership theory and practice as well as facilitating their progression in their workplaces and chosen field.

17. Particular support for learning (if applicable)

• CMI Management Direct resources
• English Language Support
• Learner Enhancement Team (LET) Support
• Library and other Learning Resources including free core text e-book for every module
• Programme Handbook and Module Handbooks
• Welcome and orientation programme
• Student counsellors and Disability Support
• Student e-mail and internet access
• On-line learning environment on MyUniHub
• Visiting speakers, professors and practitioners

18. JACS code (or other relevant coding system)

19. Relevant QAA subject benchmark group(s)

QAA Business and Management Postgraduate Benchmark Standards, 2015

20. Reference points

• QAA Guidelines for programme specifications
• QAA Qualifications Framework
• Middlesex University Regulations
• Middlesex University Learning Framework – Programme Design Guidance, 2015
• QAA Business and Management Postgraduate Benchmark Standards, 2015

21. Other information

Indicators of quality:
- Student achievement
- Student feedback and satisfaction
- External examiners feedback

Methods for evaluating and improving the quality and standards of learning are:
- External Examiner reports
- Annual Monitoring reports
- Boards of Study
- Student focus groups
- Module evaluation and report
- Peer teaching observations
- Student evaluation
- Validation and review panels

See Middlesex University's Learning and Quality Enhancement Handbook for further information

Curriculum map for PG Cert/PG Dip/MA in MA Leadership in Organisations

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

Programme Learning Outcomes

Knowledge and understanding		Practical skills	
A1	Demonstrate critical insights pertaining to the contested nature of leadership theory and practice in the 21st century and emerging trends of leadership and management learning	C1	Demonstrate leadership and associated interpersonal skills to address organisational performance and problems
A2	Critically evaluate theory, leadership and management learning	C2	Construct and develop their own evolving personal leadership identity and that of others
A3	Demonstrate critical understanding of the organisational contexts in which contemporary leadership/ management is played out (enacted) in different organisations, spaces and places;	C3	Demonstrate the ability to manage group dynamics and effectively lead a team
A4	Critically review the role of leadership in the strategic management of people and resources in organisations	C4	Present arguments and defend a position in relation to oppositional views of leadership and management learning in a variety of formats;
A5	Critically review the challenges to practice of leadership ethics	C5	Undertake research and apply diverse investigative methodologies in the context of organisational management and leadership.
A6	The importance of critical perspectives in leadership decision making	C6	Develop, plan and recommend implementation of strategic decisions and organisational change Interventions
A7	The place of evidence and research methods in supporting leadership	C7	Apply contemporary leadership concepts, theories models and frameworks to variety of dynamic organisational environments
Cognitive skills			
B1	Practice reflection and reflexivity		
B2	critically review the impact of management models, concepts and theories		
B3	Engage in complex problem-solving with a view to enacting leadership in different organisational contexts		
B4	Construct arguments and defend a position in relation to oppositional views of leadership		
B5	Critical evaluate and rationalise the application of diverse investigative methodologies in the context of organisational management and leadership.		

Programme outcomes																		
A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	C6	C7
Highest level achieved by all graduates																		
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7

MA Leadership in Organisations

Module Title	Module Code	Programme Learning Outcomes assessed																		
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	C6	C7
Leadership Perspectives	LWO4411	X		X						X										
Management Learning	LWO4412		X					X							X					
Authentic Leadership in Practice	LWO4413			X	X	X					X			X		X				
Critical Leadership	LWO4414	X	X				X				X	X					X			
Managerial and Intrapreneurial Leadership	LWO4415				X	X					X			X		X				
Toxic Leadership	LWO4416					X	X				X	X					X	X		
Applied Dissertation	HRM4415							X					X					X	X	X

PG Diploma in Leadership in Organisations

Module Title	Module Code	Programme Learning Outcomes assessed																		
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	C6	C7
Leadership Perspectives	LWO4411	X		X						X										
Management Learning	LWO4412		X						X						X					
Authentic Leadership in Practice	LWO4413			X	X	X					X				X		X			
Critical Leadership	LWO4414	X	X				X				X	X					X			
Managerial Leadership	LWO4415			X	X						X				X		X			
Toxic Leadership	LWO4416					X	X				X	X					X	X		

PG Certificate Leadership in Organisations

Module Title	Module Code	Programme Learning Outcomes assessed																			
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	C6	C7
Leadership Perspectives	LWO4411	X		X						X											
Management Learning	LWO4412		X					X							X						