Applied Social Sciences

Master of Business Administration

(Strategic Leadership)

Programme Specification

Versioning of Programme Specification

This programme specification is valid for the period of approval confirmed at the time of the approval/last review event and relates to provision approved at that point. Programme specifications may be updated during the period of approval to include modifications approved through the University's quality assurance processes.

This version provides a description of the programme as approved for the academic session(s) indicated in section 3 of the following table.

1	**BGU approval – date and outcome of last approval**	14 July 2021
2	**Next Scheduled Review Date: [Month/Year]**	July 2026
3	**Programme Specification - Effective date: [Day/Month/Year]**	1 September 2021
4	**Version Number**	V1.0

Modifications to Programme Specification

Modifications to the programme specification since approval/ last review, and the cohort(s) of students affected by the change, are listed in Section H (Log of Modifications) at the back of the document.

Cross Referencing of Programme/Module Specifications

Modifications to any elements of Module Specifications attached to this Programme will be updated and then changes made to this document to reflect that. On each Module Spec the Programmes it relates to are clearly indicated for cross referencing.

Programme Specification

The information in this document is organised into the following sections:
Section A – Administrative and Regulatory Information
Section B – Outcomes
Section C – Structure
Section D – Teaching, Learning and Assessment
Section E – Programme Management
Section F – Mapping
Section G – Graduate Attributes
Section H – Log of Modifications

Any field in yellow is to be filled in by the Data Team at their point in the Validation Process.
The only exception to this is where a course retains existing validated modules. Please indicate the use of existing modules in the relevant section (21).

SECTION A – ADMINISTRATIVE AND REGULATORY INFORMATION

1	Programme Specification Title
Master of Business Administration (Strategic Leadership)	

1a	Programme Code
MABSL01F21	

2	Brief Summary (for Marketing Purposes)

Businesses and organisations are facing new and emerging challenges in a volatile, uncertain, complex, and ambiguous (VUCA) world and leaders must be equipped to respond. This programme is designed to develop your strategic leadership skills and equip you with the requisite knowledge and skills to enhance and embrace your role in leadership within ever-changing environments.

This programme places you and your personal development and career aspirations at its core. You will have the power to shape your learning journey through your studies, work, and associated experiences. You will study via a blended strategy undertaking your study in two-day blocks equal to two weekends per module. Furthermore, you will be supported by designated module tutors and will become an integral part of the BGU Business community through your attendance at bespoke business breakfasts, guest lectures and through your attendance at CMI events. You may also opt to join learners from other Business pathways on any relevant trips (please note that these will run outside of the dedicated course contact time). Through joining the Business community at BGU you are joining a community that cares about how they do business and who they do business with. In addition, you are immersed into the wider university community and will be challenged to make a positive impact on the societies in which we live and work. You may for instance

join a Student Union Society or become part of the BGU Enactus team (Enactus is the largest experiential learning platform developing next generation leaders).

This MBA has been specifically designed for individuals with at least two to three years' business and management experience and is well suited to individuals who wish to formalise and build upon their existing business, management and leadership knowledge and expertise. This is a generalist programme that provides a broad, analytical and integrated study of business and management.

MBA learners will be supported by the Programme Team and the Centre for Enhancement in Learning and Teaching (CELT) to develop the requisite study and academic skills needed for success. Furthermore, you will be encouraged to take advantage of the business facilities and services offered by Lincolnshire Open Research and Innovation Centre (LORIC) and BG Futures, BGUs onsite Business and Enterprise Centre and Careers, Employability and Enterprise Team.

3	**Awarding institution**	Bishop Grosseteste University (BGU)		
3a	**Programme Length**	**Full-Time** N/A		**Part-Time** 24 months
3b	**Mode(s) of Study**	Part-time		
4	**Home Academic School**	Applied Social Sciences		
5	**HECoS/UTT/UCAS code(s)**	**HECoS** 100078	**UTT/ITT** N/A	Direct Entry
6	**Framework for HE Qualifications position of final award(s)**	Masters (Level 7)		
7	**Alignment with University Credit Framework**	Postgraduate		
8	**Compliance with University Assessment Regulations**	Regulations for Taught Masters		
9	**Progression routes with Foundation Degree (FdA) or Top-up**	This programme provides learners with a Postgraduate Diploma (Strategic Leadership) to progress on to the final 60 credit module of this programme subject to satisfactory articulation.		

Awards

10	**Final Award title(s)**	Master of Business Administration (Strategic Leadership)
10a	**Exit or Fall-back Award title(s)**	Postgraduate Diploma (Strategic Leadership) (120 credits) Postgraduate Certificate (Strategic Leadership) (60 credits)
10b	**Pathway**	N/A
11	**(i) Combined Honours Awards available e.g.:** • BSc/BA (Hons) XX • BSc/BA (Hons) XX and YY • BSc/BA (Hons) XX with YY	

Arrangements with Partners

12	**Approved Collaborative partner(s)**	Partner Name	Type of Collaborative Partnership
		N/A	
13	**Articulation Arrangements with Partners**	Partner Name	Details of Arrangements
		N/A	

Professional, Statutory and Regulatory Bodies

14	**PSRB(s) associated with final award of any route within the programme specification**	Chartered Management Institute (CMI) CMI Level 7 Diploma in Strategic Management and Leadership Practice (Ref: 7D30 603/4837/9)
15	**Date and outcome of last PSRB approval/accreditation**	Awaiting Approval
16	**Expiry Date of PSRB approval**	

SECTION B - OUTCOMES

17	QAA Benchmark Statement(s)

Subject Benchmark statement for Business and Management (QAA, 2015) QAA Benchmark statements and the FHEQ levels have been used in designing the Module and Programme Outcomes.

https://www.qaa.ac.uk/docs/qaa/quality-code/qualifications-frameworks.pdf

https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management15.pdf?sfvrsn=1997f681_16

There is an expectation that degree programmes covered by the master's degree in Business and Management Subject Benchmark Statement should educate individuals as managers and business specialists, and thus equip them to improve the quality of management as a profession.

This MBA (Strategic Leadership) has been endorsed by the Chartered Management Institute (CMI), the Chartered Body for Management and Leadership.

18	Programme Aim

The main purpose of the MBA (Strategic Leadership) is to provide experienced or early career leaders with a part-time based route to develop and enhance their professional competence as strategic managers and leaders by equipping them with a creative approach to applying a holistic business knowledge to manage and lead organisations in a complex world.

Learners will develop a critical appreciation of relevant theories and through in-class activities and assessment mechanisms, they will have the opportunity to reflect on the application of their learning in the workplace.

The MBA (Strategic Leadership) aims for learners on the programme to:

- Demonstrate a detailed and systematic breadth and depth of knowledge and understanding of contemporary business issues, professional and academic challenges, international perspectives, and ethical matters in relation to leading and managing people and organisations.

- Exercise incisive analysis and examine the relationships between theory and practice in changing and evolving micro and macro landscapes, constructing arguments in relation to diverse outcomes for people, organisations, and academic scholarship.

- Develop a systematic and critical understanding of mechanisms that challenge traditional business methods and practices (innovation and disruptive technologies) critically evaluating the implications for people, processes, and organisational development, within a diverse array of organisations.

- Evaluate and apply a critique of a range of methodologies for research, evaluation, and evidence-based improvement in professional and academic practice, demonstrating an ability to argue for alternative and creative approaches.

- Become autonomous, independent, and innovative in scholarship, demonstrating the ability to deploy a range of learning resources for research and self-critical writing. Take responsibility for personal professional development and communication in academic/ professional practice and discourse.

- Gain a reflexive understanding of positionality as a leader and researcher through demonstrating the applied requisite knowledge and skills required of a Chartered Manager. *(A Chartered Manager is someone who can take responsibility for people, projects, operations and/or services to deliver long term organisational success, with the professional recognition of their ability to deliver impact, behave ethically and demonstrate their commitment to continual learning and development. (CMI, 2020)).*

19	Programme Specific Outcomes

(a) **Final Award Learning Outcomes**

On successful completion of Master of Business Administration (Strategic Leadership) students will be able to:

Knowledge and Understanding [KU]

- KU1 Demonstrate knowledge and a critical awareness of current problems and/or new insights referencing leading academic research within a relevant setting in relation to Business/ organisations, Leadership and Management.

- KU2 Demonstrate a comprehensive understanding of techniques applicable to their own research or advanced scholarship and consider a range of methodologies to use in critical analysis of practice.

- KU3 Show originality in the application of knowledge of Business, Leadership and Management, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline and place of work.

- KU4 Demonstrate an applied knowledge and critical understanding of risk and opportunity management, finance and governance and high-performance leadership in order to lead, develop and influence organisational strategy.

- KU5 Demonstrate and deploy a critical strategic knowledge and understanding in the broad discipline of business in order to negotiate, plan, implement and evaluate a suitable topic for a business dissertation, applied corporate project or business plan.

Subject Professional Skills [SPS]

- SPS1 Develop knowledge, understanding, and modes of analysis and critique in relation to professional issues in Business/ organisations, Leadership and Management.

- SPS2 Articulate and synthesise ideas, concepts, and knowledge from research and advanced scholarship in relation to their impact on practice.

- SPS3. Critically examine changing theoretical models, policies, Macro environmental factors and their implications, to improve subject specialism and practice, as well as the potential to lead organisational change.

Intellectual skills [IS]

- IS1 Critically examine and analyse concepts surrounding their professional practice as problematic categories that might be understood in relation to established and emerging theories.

- IS2 Critically analyse and evaluate an evidence base for organisational improvement within local, national, and global perspectives.

- IS3 Evaluate and critique methodologies and, where appropriate, to propose new hypotheses and communicate complex, novel, contemporary research findings.

Transferable Skills [TS]

- TS1 Deal with complex issues both systematically and creatively and communicate their conclusions clearly to specialist and non-specialist audiences.

- TS2 Demonstrate initiative, personal responsibility, self-direction, and originality in tackling and solving problems in complex and unpredictable situations and to apply this to professional settings.

- TS3 Act autonomously in planning and implementing tasks at a professional level.

- TS4 Advance their knowledge and understanding, developing new skills to a high level through relevant Continuing Professional Development.

20	**PGCE or Exit Award Learning Outcomes**

On successful completion of a Level 7 Postgraduate Certificate (Strategic Leadership) (at least 60 credits from any two of the first 3 modules) students will be able to:

Knowledge and Understanding [KU]

- KU1 Demonstrate knowledge, and a critical awareness of current problems and/or new insights referencing leading academic research within a relevant setting in relation to Business/ organisations, Leadership and Management.
- KU2 Demonstrate a comprehensive understanding of techniques applicable to their own research or advanced scholarship and consider a range of methodologies to use in critical analysis of practice.
- KU3 Show critical application of knowledge to practical understandings.

Subject Professional Skills [SPS]

- SPS1 Develop knowledge, understanding, and modes of analysis and critique in relation to professional issues in Business/ organisations, Leadership and Management.
- SPS2 Articulate and synthesise ideas, concepts and knowledge from research and advanced scholarship in relation to their impact on practice.
- SPS3 Critically examine changing and emerging theoretical models, policies and macro environmental factors and assess their implications on organisations and organisational change.

Intellectual skills [IS]

- IS1 Critically examine and analyse concepts surrounding their professional practice as problematic categories that might be understood in relation to established and emerging theories.
- IS2 Critically analyse and evaluate an evidence base for organisational improvement within local, national, and global perspectives.

Transferable Skills [TS]

- TS1 Deal with complex issues both systematically and creatively and communicate their conclusions clearly to specialist and non-specialist audiences.
- TS2 Demonstrate initiative, personal responsibility and self-direction.
- TS3 Act autonomously in planning and implementing tasks at a professional level.
- TS4 Advance their knowledge and understanding, and to develop new skills to a high level.

On successful completion of a Level 7 Postgraduate Diploma (Strategic Leadership) (at least 120 credits from the first four modules) students will be able to:

Knowledge and Understanding [KU]

- KU1 Demonstrate knowledge, and a critical awareness of current problems and/or new insights referencing leading academic research within a relevant setting in relation to Business/ organisations, Leadership and Management.
- KU2 Demonstrate a comprehensive understanding of techniques applicable to their own research or advanced scholarship and consider a range of methodologies to use in critical analysis of practice.
- KU3 Show originality in the application of knowledge of Business, Leadership and Management, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline and place of work.
- KU4 Demonstrate an applied knowledge and critical understanding of risk and opportunity management, finance and governance and high-performance leadership in order to lead, develop and influence organisational strategy.

Subject Professional Skills [SPS]

- SPS1 Develop knowledge, understanding, and modes of analysis and critique in relation to professional issues in Business/ organisations, Leadership and Management.
- SPS2 Articulate and synthesise ideas, concepts and knowledge from research and advanced scholarship in relation to their impact on practice.
- SPS3 Critically examine changing and emerging theoretical models, policies, and macro environmental factors by systematically analysing their impact on practice as well as their potential to drive or instigate organisational change.

Intellectual skills [IS]

- IS1 Critically examine and analyse concepts surrounding their professional practice as problematic categories that might be understood in relation to established and emerging theories.
- IS2 Critically analyse and evaluate an evidence base for organisational improvement within local, national, and global perspectives.

Transferable Skills [TS]

- TS1 Deal with complex issues both systematically and creatively and communicate their conclusions clearly to specialist and non-specialist audiences.

- TS2 Demonstrate initiative, personal responsibility and self-direction.

- TS3 Act autonomously in planning and implementing tasks at a professional level.

- TS4 Advance their knowledge and understanding, and to develop new skills to a high level.

SECTION C – STRUCTURE

21a	Structures, modes of delivery (e.g., FT/PT etc), levels, credits, awards, curriculum map of all modules (identifying core/option status, credits, pre or co-requisites) potential entry/exit points and progression/award requirements

Level 7

Individuals joining the programme in Trimester 1 (September) will complete the modules in the following order:

Year 1: **September**	**January**	**May**
BUS70621 Dynamic and Effectual Strategic Leadership (30 Credits)	BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility (30 Credits)	BUS70821 Finance for Strategic Leadership (30 Credits)
Year 2: **September**	**January & May**	
BUS70921 Organisational Strategy in Action (30 Credits)	BUS71021 Strategic Management Project (60 Credits)	

Individuals joining the programme in Trimester 2 (January) will complete the modules in the following order:

Year 1: **January**	**May**	**September**
BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility (30 Credits)	BUS70821 Finance for Strategic Leadership (30 Credits)	BUS70621 Dynamic and Effectual Strategic Leadership (30 Credits)
Year 2: **January**	**May & September**	
BUS70921 Organisational Strategy in Action (30 Credits)	BUS71021 Strategic Management Project (60 Credits)	

Individuals joining the programme in Trimester 3 (May) will complete the modules in the following order:

Year 1: **May**	**September**	**January**
BUS70821 Finance for Strategic Leadership (30 Credits)	BUS70621 Dynamic and Effectual Strategic Leadership (30 Credits)	BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility (30 Credits)
Year 2: **May**	**September & January**	
BUS70921 Organisational Strategy in Action (30 Credits)	BUS71021 Strategic Management Project (60 Credits)	

21b	Module Structure

POSTGRADUATE

Level 7 (Year 1)

Core Modules				
Code	Status	Module Title	Period (number)	No of credits
BUS70621	Mandatory	Dynamic and Effectual Strategic Leadership	1/2/3	30
BUS70721	Mandatory	Exploring Entrepreneurship, Risk, Opportunity, and Agility	1/2/3	30
BUS70821	Mandatory	Finance for Strategic Leadership	1/2/3	30

Level 7 (Year 2)

Core Modules				
Code	Status	Module Title	Period (number)	No of credits
BUS70921	Mandatory	Organisational Strategy in Action	1/2/3	30
BUS71021	Mandatory	Strategic Management Project	1/2/3	60

SECTION D - TEACHING, LEARNING AND ASSESSMENT

22	Curriculum Design

Background to the design

This programme has been designed to offer experienced and early career managers and leaders the opportunity to formally build on and accredit their workplace experience. CMI has been warning of the danger of accidental managers for the past decade, and its research has estimated that as many as four out of five managers are accidental managers – that's equivalent to 2.4 million managers without adequate training not performing to their best in UK workplaces. This is a prevalent challenge in the UK and this MBA programme therefore seeks to assist individuals to move from being accidental managers to conscious and competent strategic leaders who can drive organisational growth and performance.

The Government's modern industrial strategy is a long-term plan for boosting the productivity and earning power of people throughout the UK and it identifies a need for 'spreading the best practice of our most productive businesses'. This programme seeks to engage individuals in dialogue with their peers through adopting a programme design that flexes to individual and organisational needs, allowing for multiple yearly entry points, and a model of delivery that seeks to broaden the community of learners in both number and diversity, promoting a rich learning experience.

The curriculum has been designed in line with the QAA Subject Benchmark Statement for Business and Management (2015) and aims to develop enquiring, critical and reflective leaders who respond well to challenge, enabling them to contribute proactively to the world of private business, public or 'third' sector organisations, the main business-related professions, self-employment, and the wider society within which businesses operate.

There are five distinct modules that comprise the programme. Four modules are equally weighted at 30 credits and one 60-credit module. Three 30-credit modules run in year one, and the Organisational Strategy in Action module and Strategic Management Project run in the second year of the programme. In the first year, individuals can join the programme at any of the three entry points in September, January, or May. This course design provides learners with a rich peer networking opportunity as the group and its associated dynamics changes and evolves with each first-year module. In the second year, learners benefit from a smaller group as they complete the programme with the cohort that they commenced their studies with. This approach lends itself well to building a strong community of practice and peer support as learners develop their skills throughout the programme.

The core knowledge elements for the four 30-credit modules are delivered across two fifteen-hour blocks per module. Each block comprises two days. The course will be delivered via a blended strategy consisting of 50:50 face-to-face and online. Learners are further supported by remote tutorials. The blended strategy has been developed in response to learner and employer feedback, and in addition to the findings of the Greater Lincolnshire LEP Employment and Skills Advisory Panel Local Skills Report (2021) (please see section 3.29 https://www.greaterlincolnshirelep.co.uk/assets/documents/Greater_Lincolnshire_Local_Skills_Report_April_2 021.pdf. BGU is predominantly a regional training provider and the factors cited in the report, such as digital poverty and rurality, have influenced the decision to create a programme that meets with regional needs and expectations whilst addressing the skills gaps noted by the Greater Lincolnshire LEP Employment and Skills Advisory Panel.

As learners progress to the final module, their taught contact time reduces to provide more specific support. Learners are encouraged to self-select a format for their final project that best suits their career ambitions and overarching goals for their MBA. Learners may opt to complete a business dissertation, applied corporate project, or produce a business plan.

A series of workshops will support the production of the final project. These workshops will focus on developing the research and analytical skills required to produce the final project. In addition, learners will be supported by a designated project supervisor. Due consideration will be given to ethical guidelines specifically concerning preserving anonymity of business sensitive data and information throughout the work. Full engagement with BGUs professional research community is expected and learners will seek appropriate ethical clearance through the ethics approval process in line with BGUs research ethics and integrity statement and BGUs Research Ethics Policy:

https://www.bishopg.ac.uk/student/research/research-ethics-and-integrity#:~:text=BGU%20research%20ethics%20and%20integrity&text=All%20research%20conducted%20within%2C%20in,the%20Research%20Ethics%20Clearance%20Form.

Overall, the intent of the module is to equip individuals with the knowledge and understanding necessary to conceive, plan, implement and evaluate strategic management/ research projects.

The MBA curriculum is action centred and challenges learners 'to do'. Core to the notion of 'doing' and acting is the spirit in which this activity should be 'done'. Learners on the programme will be challenged to act in line with the ethos of the UN Sustainable Development Goals. The Sustainable Development Goals (SDGs) are a collection of 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all". Individual modules intrinsically embed this ethos, in addition to the BGU Graduate Attributes.   The curriculum is also reinforced by its commitment to uphold the United Nations Global Compact (UNGC). The ten principles focus on key global challenges in the areas of human rights, labour, the environment, and anti-

corruption. As global citizens, learners will develop a global mindset to understand, appreciate and take appropriate local or international action in response to these global challenges. 'Global' in this sense refers to the wider world and the overarching environment in which individuals are a part of and live in. At a local level, learners on the MBA may consider their task environment; the specific environment in which a company operates (made up of suppliers, customers, distributors and competitors). Learners may, for example, consider how they could improve aspects of their operations such as supply chain traceability.

The curriculum provides learners with the opportunity to achieve Level 7 Chartered Management Institute credits and is accredited by the CMI. The curriculum has been mapped to the CMI Level 7 syllabus in Management and Leadership and as a result, students who successfully complete the programme will also receive the CMI Level 7 Diploma in Strategic Management and Leadership Practice.

All learners will become studying members with the CMI upon their enrolment onto the programme and will therefore have the added benefit of accessing Management Direct resources and CMI events.

The CMI requires its members to abide by its code of conduct and practice:

- Behave in an open, honest, and trustworthy manner.
- Act in the best interests of your organisation, customers, clients and / or partners.
- Continually develop and maintain professional knowledge and competence.
- Respect the people with whom you work.
- Uphold the reputation of the profession and the Institute.
- Create a positive impact on society.

As CMI members, learners are expected to adhere to this code during their time on the programme, and the programme has been designed in such a way that it promotes this ethos. The registration and certification fees payable to the CMI are included within the MBA programme fee. No additional fee will be payable.

As there is no pre-requisite to have studied Business previously, or to have acquired higher level qualifications, learners will be supported to develop a wide range of study skills through engaging in a series of development activities hosted by the Centre for Enhancement in Learning and Teaching (CELT). CELT work closely with the programme team to support students to develop and enhance their digital and academic literacy throughout the programme.

The programme structure aligns to the development of BGU Graduate Attributes as follows:

1: Academic Literacies – learners are enabled to develop academic literacy through engagement with critically analysing and systematically evaluating and synthesizing original empirical research in their assignments. These skills are developed from the start of their programme and learners are expected to develop their academic literacies throughout the duration of the programme.

Additionally, assessments are specifically designed to support students in developing their academic competency.

2: Global Citizenship – learners will develop a global perspective of Business through specific modules and activities; for example, through engaging with environmental scanning and reviewing legislative and global governance requirements. Furthermore, as mentioned previously, the curriculum is reinforced by its commitment to uphold the United Nations Global Compact (UNGC).

3: Information Literacy – Information literacy will be developed throughout the programme and learners will be required to independently search for academic sources through, for example, Worldcat and Google Scholar. Engagement with the BGU Library and CELT will support individuals to develop these skills.

4: Digital Fluency – Assessments are designed to support learners in developing digital fluency through a range of assessments including a narrated PowerPoint, digital poster, and VLOG. In addition, students will be encouraged through their studies to engage in online forums and discussion groups, Management Direct and CMI Webinars. The teaching team will also model the use of technology through session delivery as appropriate.

5: Employability – Employability is a key focus of the course and a balance has been sought between creating a practice orientated course while meeting the demands of level 7 study. As Graduate Attributes are embedded into all modules, it is anticipated that learners will further enhance their employability skills and as leaders and managers, will model this within the workplace.

6: Being Enterprising – the course discipline coupled with the practical nature and characteristics of the course means that learners are challenged to develop creative problem-solving skills through directed independent learning. Throughout the programme students will be challenged to develop intrapreneurial and entrepreneurial competency and can develop a business plan within the final module.

23	Learning and Teaching Strategies

Learning and teaching throughout the Programme, and across the Business subject area more generally, is aligned with BGU's 'Learning, Teaching and Assessment Strategy' which supports the University's aim 'to enable all students to achieve at the highest possible standard in their chosen field of study' with a commitment to 'support active and accessible learning'.

Teaching within the programme is delivered through a range of styles and methods, including face to-face lectures, workshops, seminars, and tutorials and through the dynamic use of the University's VLE and other relevant digital tools such as MS Teams. Individual support is offered to all learners across all modules through one-to-one tutorials, often focused on reinforcing understanding of topics and ensuring appropriate preparation is being made for assignment tasks. Learners develop specific subject knowledge and understanding through a diverse range of contemporary teaching and learning approaches. During seminar and workshop activities individuals are encouraged to develop their subject knowledge and understanding, and to build subject specific and intellect skills by assembling evidence, presenting ideas, concepts, and findings, and constructing and defending arguments.

Interactive lectures and workshops sit at the core of Business teaching at BGU. Whenever possible opportunities are taken to enhance learning and teaching using innovative practices and approaches, such as 'flipped' curricula, storyboarding, role-play, and group-based activities.

Reflective Practice is encouraged and embedded throughout the programme and is core to the learner's professional development. Reflective practice encourages individuals to make sense and meaning from their experiences, and transforms insights into practical strategies for personal growth and future impact. In line with the Chartered Institute of Personnel and Development's (CIPD) research on reflective practice, this approach deepens learning. Reflective practice throughout the duration of the programme may be captured and expressed in a variety of forms, such as written, spoken, or pictorial.

24	Assessment Strategies

Module assessments provide opportunities for learners to acquire, develop and demonstrate knowledge and understanding, subject specific, intellectual, and transferable skills. A range of assessments are used which are relevant to the individual demands of the subject matter and enable learners to participate in a varied and engaging educational and personal development experience. Assessments are used to appropriately test and

encourage learners to apply different areas of knowledge and demonstrate a wide range of skills. Innovative assessments that cater for an array of learning styles and preferences are a key feature of this programme.

Multi method weighted assessments form a key feature of the 30-credit modules (70:30 coursework: practical). Across the programme the workload for students is also carefully managed through the effective scheduling of assessments and the use of a consistent rubric. For written work at Level 7 a rubric of 6,000 words / 60 minutes (Practical) words per 30 credits is applied.

Where practical assessment takes place, students are supported with skills development during taught sessions prior to delivery. This may include specialist digital input from the Centre for Enhancement in Learning and Teaching (CELT). CELT works closely with the programme team to support learners to develop and enhance their digital and academic literacy throughout the programme.

Group work is not used as a summative assessment strategy, although individuals can expect to work with their peers throughout the duration of their programme.

Learners' knowledge, skills and critical understanding of the subject will be assessed by a variety of methods as follows:

Module Code	Module Description	Credits	Year	Assessment and learning methods		
				Exam/Written	Practical	Coursework
				%	%	%
BUS70621	Dynamic and Effectual Strategic Leadership	30	1		30	70
BUS70721	Exploring Entrepreneurship, Risk, Opportunity, and Agility	30	1		30	70
BUS70821	Finance for Strategic Leadership	30	1		30	70
BUS70921	Organisational Strategy in Action	30	2		30	70
BUS71021	Strategic Management Project	60	2			100

Indicative Assessment Strategy

Module Code	Module Title	Credits	Indicative Assessment Type and weighting	Indicative Assessment Loading	Indicative submission
BUS70621	Dynamic and Effectual Strategic Leadership	30	Portfolio incorporating leadership and talent development strategy	4200 words	70%
			Vlog	18 minutes	30%
BUS70721	Exploring Entrepreneurship, Risk, Opportunity, and Agility	30	Portfolio incorporating report and academic poster	4200 words	70%
			Podcast	18 minutes	30%
BUS70821	Finance for Strategic Leadership	30	Report	4200 words	70%
			Live presentation	18 minutes	30%
BUS70921	Organisational Strategy in Action	30	Report incorporating strategy and implementation plan	4200 words	70%
			Narrated PPT	18 minutes	30%
BUS71021	Strategic Management Project	60	A choice from a: Dissertation, Applied corporate project, or production of a business plan.	12000 words	100%

25	Inclusive Practice and Personal Development Planning

BGU is committed to widening access and participation and adheres to a strict policy of non-discrimination. The University provides a Student Advice service that assists students who have declared personal access needs. The Student Advice team work closely with the Business Programme Leader and wider team to identify specific actions to support effective learning and development for individuals who have declared personal access needs. The subject area takes an inclusive approach to all learning and teaching activities. Effective use is made of the VLE for learning and communication purposes. In addition, where appropriate, agreed alternative assessment tasks and time-limits are provided according to individual access needs. (See: Code of Practice for the Assessment of Students, and Code of Practice for Students with Access Needs).

All learners are assigned a designated personal tutor for the duration of their programme. In addition, Module Tutors support individual learners' needs and make any reasonable adjustments that learners may require. The Business and Enterprise team are confident in escalating concerns where required and with supporting learners in accessing additional support, whether academic or welfare related.

The University provides all students with access to a personalised on-line 'Development and Career Plan' (DCP). This enables individuals to identify career goals and construct action plans to achieve them. In collaboration with their personal tutor and BG Futures (BGUs Careers, Employability and Enterprise service), learners can seek further specialist support; this may take numerous forms but could include seeking guidance about doctoral level study, interview skills or updating their professional profile on online platforms. As CMI studying members, learners are encouraged to engage with ongoing professional development activities and to log their commitment to this in their Individual Learning Plan (ILP).

26	Technology Enhanced Learning

The University's Virtual Learning Environment (VLE) is used throughout the programme with every module having a relevant course area. The course areas are used to provide information on the schedule of teaching, announcements, and an extensive volume of supporting materials. These include reading materials that are regularly reviewed and enhanced by module leaders, in conjunction with the Business subject librarian. Included within the Library Systems are access to e-journals and specific subject related learning resources. Module specific elements are laid down within individual modules. Links to on-line digital resources podcasts and videos are also provided through the VLE. In addition, learners also have access to CMI Management Direct resources through their student membership.

Lectures, seminars, and workshops use technology to support and enhance learning, and learners can expect to use a variety of digital applications. Learners may also benefit from the digital expertise and resources of Lincolnshire Open Research and Innovation Centre (LORIC). Visiting speakers may make virtual guest appearances and learners will benefit from online workshops, seminars, and lectures due to the nature of the programme. In addition, tutorials may be facilitated virtually through online applications. Learners will use technology to compile their CMI portfolio as part of the external verification process.

27	Work-related Learning and/or Placement

Work placements are not a feature of this programme. Work related learning (referring to activities and assignments that use the context of work to develop students' knowledge, skills and understanding through the experience of work) is however a key feature of this MBA programme. Changes in an individual's work setting and job role are commonplace for a variety of reasons and learners are therefore encouraged to draw on all their experiences within the workplace to assist them with their studies. Learners that are not in employment throughout the duration of their studies will not be disadvantaged as they will be able to apply their learning to case studies, prior learning in the workplace and to their future aspirations.

Consideration of individual workplace environments is provided by the nature of the subject matter and assessment content; there is sufficient flexibility to ensure that all sectors should be able to select, apply, use, and subsequently benefit from the course material and content. Individual application to the workplace endorses this consideration through the programme.

It is acknowledged that the student's place of work is not connected with BGU in any legal or financial manner and the student would be expected to comply with the management practices, policies and quality assurance mechanisms that are imposed by their employer.

28	Employability

The MBA (Strategic Leadership) has been designed to enhance employability and boost the credibility of individuals already within the workplace or with experience of the workplace. The mapping to the CMI Level 7 Diploma in Strategic Leadership Practice, and the option to progress to achieve Chartered Manager or Chartered Fellow professional recognition with the CMI upon completion of the programme, further affirm this commitment.

The MBA (Strategic Leadership) has been designed in consultation with employers and industry experts to develop the strategic leadership skills of those responsible for the overall performance and long-term sustainability of their organisations.

As this programme is aimed at those already employed or with business and management experience, it enhances their employability by preparing them for transitioning into more senior management roles and formalising their knowledge and skills within a qualification framework. Employability is therefore seen as an intrinsic aspect of the programme.

A commitment to levelling up and engaging with organisations to drive social mobility has been made by the programme team, and this approach and ethos will be core to developing the Business and Enterprise provision and a wider network of engaged, committed, and connected stakeholders. It is therefore anticipated that learners on the MBA may, in the future, become mentors and sponsors for undergraduates or apprentices on other programmes within the Business and Enterprise Portfolio at BGU.

SECTION E - PROGRAMME MANAGEMENT

29	Programme Specific Admission Requirements

Learners may be graduates with an honour's degree at 2:2 or above. Consideration will also be given to accepting students who can demonstrate relevant business, management and leadership experience and the ability and commitment to study at master's level. In all instances learners must demonstrate a minimum of 3 years of business and management experience.

Learners that hold mapped CMI 7 qualifications may be able to apply to accredit their learning up to a maximum of 120 credits in accordance with the Code of Practice for Recognition of Prior Learning (RPL). Applications for RPL should be made at the point of application to the University and will be considered on an individual basis. Learners will be encouraged to meet with a member of the programme team to discuss RPL and RPEL opportunities.

30	Programme Specific Management Arrangements

General

The MBA programme is managed through the Faculty, led by the Programme Leader for Business and Enterprise, and supported by Module Leaders and lecturers. Programme Leaders report to their Head of Programmes and are supported by the staff of the Faculty Administration Office. An additional level of oversight and line-management is provided by the Pro Vice-Chancellor (Students).

The quality of the programme is overseen by the Academic Enhancement Committee, which institutionally reports to the University's Senate. Yearly reviews of programme quality and delivery are conducted by Programme Leaders (Annual Monitoring Reports) which are informed by module evaluations, student and staff feedback, External Examiners comments and the BGU Learning and Teaching Strategy. Targets for year-on-year development are set and effected to enhance programme delivery.

Professional, Regulatory & Statutory Bodies

The Programme Leader for Business and Enterprise is the Centre Lead for all CMI courses at BGU. Learners will be registered with the CMI in their first trimester of study and will be registered onto the relevant mapped professional qualification. Learners will then become active CMI members and will have the opportunity to benefit from full membership of the professional body. Throughout the MBA course, learners will build an e-portfolio on the VLE to present their marked mapped assignments to the External Examiner from the CMI. The CMI will be notified via the CMI Hub once learners have completed their

portfolios, and at that point external examination will proceed. Once the CMI External confers the qualification upon the learner the certificates will be sent to BGU. The Faculty Administration Office will record the achievement of each learner and distribute the certificates to learners.

31	Staff Responsibilities

General

All staff delivering within the subject area are suitably qualified to teach the modules that comprise the MBA programme, although staff specialise in their areas of interest and expertise. The delivery team are committed to developing, maintaining, and documenting their professional skills through ongoing CPD.

Permanent members of the BGU Business and Enterprise Team will act as designated module leaders and personal tutors, whilst visiting tutors are employed to support module delivery. Module Tutors develop a teaching schedule based on the requirements of the related-module specification. Prior to the start of the semester of delivery, Module Tutors devise assessment tasks and draw-up Assignment Briefs that align with the module's Learning Outcomes and approved assessment type(s) and weighting(s). These are reviewed by the Programme Leader, Head of Programmes and External Examiner, and are made available through the VLE. Marking is undertaken in line with the University's Code of Practice for the Assessment of Students and the Guidance on Marking and Moderation.

All students are assigned a Personal Tutor during the first trimester of their first year and retain that tutor through to graduation. Where possible, each MBA cohort is assigned the same personal tutor.

Professional, Regulatory & Statutory Bodies

All permanent staff are expected to have teaching qualifications or to have recognition as fellows or senior fellows of Advance HE.

All permanent members of the BGU Business and Enterprise Team have corporate CMI membership and are personally responsible for keeping their details up to date with the CMI. Staff will be responsible for becoming familiar with the mapped CMI programme, and for ensuring that BGU module assignments map as defined by the mapping document for the CMI unit.

32	Programme Specific Academic Student Support

All students within the subject area are assigned a personal tutor for the duration of their course. This is in addition to the support provided by the Module Leaders and course tutors. Students are closely monitored and supported during the first trimester of their programme. The Business and Enterprise Team take steps to ensure students are appropriately academically equipped to pursue the programme of study; this is delivered through several subject-embedded study skills development sessions, as well as University level enhancement sessions supported by staff of the Centre for Enhancement in Learning and Teaching (CELT) and the Library. If subject area academic staff feel it is necessary, they signpost students towards additional support, whether academic or welfare related.

33	Programme Specific Student Evaluation

The Programme complies with current institutional evaluation policies. Through the Students' Union Representative Feedback System (RFS), a formal procedure has been established to enable students to contribute to the enhancement of the programme through their elected Student Representative.

Learners' views and ideas for improvements are important to the University, and there are a number of opportunities for learners to contribute feedback and ideas to BGU to help to improve the learning experience. These opportunities include:

✓ Informal discussions with personal and module tutors

✓ Class representation

✓ Module feedback surveys

✓ BGUSS

SECTION F – MAPPING

MAP I

ASSESSMENT /OUTCOMES MAP

Master of Business Administration (Strategic Leadership)

Module Name	Programme outcomes														
	K & U 1	K&U2	K & U 3	K&U4	K&U5	SPS1	SPS2	SPS3	IS1	IS2	IS3	TS1	TS2	TS3	TS4
Dynamic and Effectual Strategic Leadership	x	x	x			x	x	x	x	x		x	x	x	x
Exploring Entrepreneurship, Risk, Opportunity, and Agility	x	x	x			x	x	x	x	x		x	x	x	x
Finance for Strategic Leadership	x	x	x			x	x	x	x	x		x	x	x	x
Organisational Strategy in Action	x	x	x	x		x	x	x	x	x		x	x	x	x
Strategic Management Project	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Postgraduate Diploma (Strategic Leadership)

Module Name	Programme outcomes												
	K & U 1	K&U2	K & U 3	K&U4	SPS1	SPS2	SPS3	IS1	IS2	TS1	TS2	TS3	TS4
Dynamic and Effectual Strategic Leadership	x	x	x		x	x	x	x	x	x	x	x	x
Exploring Entrepreneurship, Risk, Opportunity, and Agility	x	x	x		x	x	x	x	x	x	x	x	x
Finance for Strategic Leadership	x	x	x		x	x	x	x	x	x	x	x	x
Organisational Strategy in Action	x	x	x	x	x	x	x	x	x	x	x	x	x

Postgraduate Certificate (Strategic Leadership)

Module Name	K&U1	K&U2	K&U3	SPS1	SPS2	SPS3	IS1	IS2	TS1	TS2	TS3	TS4
Dynamic and Effectual Strategic Leadership	x	x	x	x	x	x	x	x	x	x	x	x
Exploring Entrepreneurship, Risk, Opportunity, and Agility	x	x	x	x	x	x	x	x	x	x	x	x
Finance for Strategic Leadership	x	x	x	x	x	x	x	x	x	x	x	x

SECTION G

MAP 2

Graduate Attribute Mapping

Please indicate (with a X) which of the Graduate Attributes that you have considered and where they are considered within the course.

Attribute	Programme Learning Outcomes													
	K&U1	K&U2	K&U3	SPS1	SPS2	SPS3	IS1	IS2	IS3	IS4	TS1	TS2	TS3	TS4
Academic Literacies	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Global Citizenship	x		x		x	x		x	x	x	x	x		
Information Literacy	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Digital Fluency	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Employability	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Being Enterprising	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Graduate Attributes

- *GA1.* **Academic Literacies** This covers the range of academic skills that you develop through undertaking university-level study.
- *GA2.* **Global Citizenship** This is about understanding the global context in which you live, study and work
- *GA3.* **Information Literacy** This is about being about to search for, locate, utilise, and manage information effectively and ethically
- *GA4.* **Digital Fluency** These are the skills and practices of using digital technology effectively for learning, working, and participating in society
- *GA5.* **Employability** This is all about how best to support you in developing the knowledge, skills, behaviours, and attitudes which will enable you to be successful in work and life
- GA6. **Being Enterprising** This can be defined as a set of behaviours, attitudes and skills which allow both individuals and groups to create positive change through creativity and innovation

NB the above align to the Employability outcomes on the module specifications

http://www.bishopg.ac.uk/student/careers/graduate-attributes/Pages/default.aspx

SECTION H

MAP 3

Approved Modifications to Programme Specification since Approval/Last Review

The following log provides a cumulative of minor and major modifications made to the Programme Specification since its approval/last review.

QASA Reference	Brief Outline of Light/Minor Modification/ Major Modification *(Light/Minor - include level & title of modules & a brief description of modification)* *(Major - include details of change such as new routes, pathways etc)*	Date of QASA Approval (or event)	Approval effective from:	Details of cohort of students who will be affected by the modification *(e.g., students entering Level 5 from September 2016 onward)*

SECTION I

MAP 4

Mapping of PSRB requirements against the Programme
The following should be used as a guide to identify and specify all PSRB requirements that have to be met in order to qualify a learner against the PSRB.

	PSRB Name/Standard:					
	PSRB Requirement *Please details requirement of PSRB here*	**PSRB Requirement** *Please details requirement of PSRB here*	**PSRB Requirement** *Please details requirement of PSRB here*	**PSRB Requirement** *Please details requirement of PSRB here*	**PSRB Requirement** *Please details requirement of PSRB here*	**PSRB Requirement** *Please details requirement of PSRB here*
Met?						
Modules Identified in:						
Evidence of Requirement met						
Location of PSRB Approval Document						

MAPPING TEMPLATE CMI L7 Strategic Management and Leadership Practice (RQF) Syllabus | July 2019| Version 1 010719

Organisation name:	Bishop Grosseteste University
Mapping Specialist	Abby Nelson
Date of Mapping	11/06/2021
HEI Programme name:	MBA (Strategic Leadership)
HEI Partner contact details:	Becky Goodman rebecca.goodman@bishopg.ac.uk
Mapping outcome:	**From the evidence provided, the MBA (Strategic Leadership) at Bishop Grosseteste University maps to a CMI Level 7 Diploma in Strategic Management and Leadership Practice: 7D30.** **The CMI units mapped are as follows: 701, 702, 704, 706**.
Programme duration and mode of study:	PT 24 months face to face

	Module number	Module name	Credits	Level
Core Programme Modules	BUS70621	Dynamic and Effectual Strategic Leadership	30	7
	BUS70721	Exploring Entrepreneurship, Risk, Opportunity, and Agility	30	7
	BUS70821	Finance for Strategic Leadership	30	7
	BUS70921	Organisational Strategy in Action	30	7
	BUS71021	Strategic Management Project	60	7

Mapping Guidance	Please refer to Table 4	

	Purpose	Y or X
Mapping Purpose	New programme mapping	Y
	Remapping to new CMI qualification	X
	Remapping following changes to the programme and, or module(s)	X

Opportunities to enhance mapping outcome	Completed module leader checklists received.
Mapping Centre Visit Notes	
Additional Comments	On request of the university the strategic management project was not mapped.
Any holistic Type 2 mapping decisions notes	

TABLE 1 Overall Mapping Matrix for The MBA Strategic Leadership at Bishop Grosseteste University

I am fairly confident, taking account of all possible coverage, that the following CMI units will have all of the LO's covered by either summative assessments (highlighted below in green) or a mix of evidence with a holistic type 2 decision (highlighted below in amber). Where more than one module has been mapped to one unit, it is noted, that moderation may confirm all evidence can be obtained from just one single module.

There are minimum requirements to achieve each qualification within this suite. The minimum requirements are based on the boundaries outlined in Ofqual's Guidance to the General Conditions of Recognition, namely Condition E2. A minimum of 1 CMI unit at the same level needs to be achieved for a CMI qualification to be awarded i.e. a L5 Award/Certificate/Diploma cannot be awarded from ONLY Level 4 modules.

Award - minimum of 70 TUT hours selected from units 701-716, Group A only. Certificate - any combination of units to a minimum of 140 TUT hours to achieve this qualification, the recommendation is for learners to complete a minimum of two units from 701—716, Group A only. The minimum guided hours is 36. Diploma - a combination to a minimum of 370 TUT hours to achieve this qualification. Learners must achieve a minimum of 300 TUT hours from Group A only and 70 TUT hours from either Group A or B. The minimum guided learning hours is 106.			University modules mapped *(only modules which fully map – summative evidence highlighted green, Type 2 decisions Amber)* 1. BUS70621 Dynamic and Effectual Strategic Leadership 2. BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility 3. BUS70821 Finance for Strategic Leadership 4. BUS70921 Organisational Strategy in Action																
CMI unit numbers	CMI unit names	CMI TUT	1	2	3	4													
	GROUP A																		
701	Strategic leadership	110		Y															
702	Leading and developing people to optimise performance	100	Y																
703	Collaboration and partnerships	70																	
704	Developing organisational strategy	90				Y													
705	Leading Strategic Change	80																	
706	Finance for Strategic Leaders	90			Y														

Award - minimum of 70 TUT hours selected from units 701-716, Group A only Certificate - any combination of units to a minimum of 140 TUT hours to achieve this qualification, the recommendation is for learners to complete a minimum of two units from 701—716, Group A only. The minimum guided hours is 36. Diploma - a combination to a minimum of 370 TUT hours to achieve this qualification. Learners must achieve a minimum of 300 TUT hours from Group A only and 70 TUT hours from either Group A or B. The minimum guided learning hours is 106.			University modules mapped *(only modules which fully map – summative evidence highlighted green, Type 2 decisions Amber)* 1. BUS70621 Dynamic and Effectual Strategic Leadership 2. BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility 3. BUS70821 Finance for Strategic Leadership 4. BUS70921 Organisational Strategy in Action																		
CMI unit numbers	**CMI unit names**	**CMI TUT**	**1**	**2**	**3**	**4**															
707	**Organisational Design and Development**	**80**																			
708	**Strategic Risk Management**	**80**																			
709	**Strategic Management of Data and Information**	**80**																			
710	**Marketing Strategy**	**80**																			
711	**Entrepreneurial Practice**	**90**																			
712	**Strategic Management Project**	**100**																			
713	**Applied Research for Strategic Leaders**	**70**																			
714	**Personal and Professional Development for Strategic Leaders**	**90**																			
715	**Strategic Approaches to Equality and Diversity and Inclusion**	**80**																			
716	**Strategic Approaches to Mental Health and Wellbeing**	**70**																			
	GROUP B (Diploma only)																				
607	Procurement, Purchasing and Contracting	60																			
608	Strategic Corporate Social Responsibility and Sustainability	60																			
609	Leading Quality Management	70																			

Award - minimum of 70 TUT hours selected from units 701-716, Group A only Certificate - any combination of units to a minimum of 140 TUT hours to achieve this qualification, the recommendation is for learners to complete a minimum of two units from 701—716, Group A only. The minimum guided hours is 36. Diploma - a combination to a minimum of 370 TUT hours to achieve this qualification. Learners must achieve a minimum of 300 TUT hours from Group A only and 70 TUT hours from either Group A or B. The minimum guided learning hours is 106.			University modules mapped *(only modules which fully map – summative evidence highlighted green, Type 2 decisions Amber)* 1. BUS70621 Dynamic and Effectual Strategic Leadership 2. BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility 3. BUS70821 Finance for Strategic Leadership 4. BUS70921 Organisational Strategy in Action			
CMI unit numbers	CMI unit names	CMI TUT				
			1	2	3	4
610	Principles and Practices of Policy Development	60				
612	Coaching Skills for Leaders	50				
614	Principles and Practices of Ethical Decision Making	60				
MAPPING RESULT		**390**	CMI Level 7 Diploma in Strategic Management and Leadership Practice 7D30			

DISCLAIMER

Please note that the mapping exercise is based on the information supplied at the time of mapping. Subsequent minor modifications to units may change the mapping outcome. It is the Centre's responsibility to ensure that mapping is reviewed annually to ensure that any changes have not altered mapping outcomes. Major changes such as revalidation will require remapping activity.

Students who achieve lower grades on University modules mapped to CMI units may struggle to demonstrate full achievement of the CMI criteria. The Centre IQA process should ensure that the CMI criteria are met in full by all students for whom qualifications are being claimed.

TABLE 2 RAG Summary Table

CMI unit numbers	CMI unit names	CMI TUT	Total LOs	No. Red LOs	No. Type 1 LOs	No. Type 2 LOs	No. Green LOs
701	**Strategic leadership**	**110**	2				2
702	**Leading and developing people to optimise performance**	**100**	2				2
703	**Collaboration and partnerships**	**70**	2				
704	**Developing organisational strategy**	**90**	2				2
705	**Leading Strategic Change**	**80**	2				
706	**Finance for Strategic Leaders**	**90**	2				2
707	**Organisational Design and Development**	**80**	2				
708	**Strategic Risk Management**	**80**	2				
709	**Strategic Management of Data and Information**	**80**	1				
710	**Marketing Strategy**	**80**	2				
711	**Entrepreneurial Practice**	**90**	2				
712	**Strategic Management Project**	**100**	2				
713	**Applied Research for Strategic Leaders**	**70**	2				
714	**Personal and Professional Development for Strategic Leaders**	**90**	2				
715	**Strategic Approaches to Equality and Diversity and Inclusion**	**80**	2				
716	**Strategic Approaches to Mental Health and Wellbeing**	**70**	2				
607	Procurement, Purchasing and Contracting	60	2				
608	Strategic Corporate Social Responsibility and Sustainability	60	2				
609	Leading Quality Management	70	2				
610	Principles and Practices of Policy Development	60	2				
612	Coaching Skills for Leaders	50	2				
614	Principles and Practices of Ethical Decision Making	60	2				

TABLE 3 RAG Detailed Coverage Table

CMI Unit	Unit LO	Full (F), Partial (P) or No (N) coverage	Notes on coverage of CMI LOs by University assessments (**University module name and LO number and assessment type**) Please note the module learning outcomes may have been numbered sequentially for mapping purposes only
701 **Strategic Leadership**	1. Understand the role and context for strategic leadership	F	The University assessment is highly likely to provide sufficient evidence for this CMI LO **BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility LO1, LO2 Portfolio inc. Report and academic poster 70% 4200 words**
	2. Understand the behaviours and skills for strategic leadership	F	The University assessment is highly likely to provide sufficient evidence for this CMI LO **BUS70721 Exploring Entrepreneurship, Risk, Opportunity, and Agility LO3, LO4 Podcast 30% 18 minutes**
702 **Leading and Developing People to Optimise Performance**	1. Understand the principles for leading and developing people	F	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO **BUS70621 Dynamic and Effectual Strategic Leadership LO1, LO2 Portfolio inc. leadership and talent development strategy 70% 4200 words**
	2. Understand leadership and development strategy	F	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO **BUS70621 Dynamic and Effectual Strategic Leadership LO3, LO3 Vlog, 30% 18 minutes**
703 **Collaboration and Partnerships**	1. Understand the role of collaboration and partnerships	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO

	2. Know how collaboration and partnerships further organisational success	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
704 **Developing Organisational Strategy**	1. Understand how to develop strategy	F	The University assessment is highly likely to provide sufficient evidence for this CMI LO **BUS70921 Organisational Strategy in Action LO1, LO2, LO3 Report inc. strategy and implementation plan 70% 4200 words**
	2. Know how to develop strategy	F	The University assessment is highly likely to provide sufficient evidence for this CMI LO **BUS70921 Organisational Strategy in Action LO4, LO5 Narrated Powerpoint 30% 18 minutes**
705 **Leading Strategic Change**	1. Understand the scope and context of strategic change	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to propose a strategy for leading strategic change	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
706 **Finance for Strategic Leaders**	1. Understand the scope of the Finance function within an organisational context	F	The University assessment is highly likely to provide sufficient evidence for this CMI LO **BUS70821 Finance for Strategic Leadership LO1, LO2 Report 70% 4200 words**
	2. Understand the role of Finance in strategic decision making	F	The University assessment is highly likely to provide sufficient evidence for this CMI LO **BUS70821 Finance for Strategic Leadership LO3, LO4 Live presentation 30% 18 minutes**
707 **Organisational Design and Development**	1. Understand organisational design and development	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Understand how to apply the principles of organisational design and development	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
708 **Strategic Risk Management**	1. Understand strategies for managing risk	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to develop risk management strategies	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
709 **Strategic Management of Data and Information**	1. Understand the strategic management of data and information	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO

710 Marketing Strategy	1. Understand the context in which a marketing strategy is developed	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to develop a marketing strategy	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
711 Entrepreneurial Practice	1. Understand entrepreneurship in strategic contexts	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Understand the principles of entrepreneurial practice	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
712 Strategic Management Project	1. Know how to develop a strategic management project	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to conduct a strategic management project	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
713 Applied Research for Strategic Leaders	1. Understand the research process	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to develop a research proposal of strategic benefit	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
714 Personal and Professional Development for Strategic Leaders	1. Understand approaches for personal and professional development	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to develop as a strategic leader through personal and professional development	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
715 Strategic Approaches to Equality, Diversity and Inclusion	1. Understand equality, diversity and inclusion at a strategic level	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO

	2. Know how to develop strategic priorities for equality, diversity and inclusion	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
716 **Strategic Approaches to Mental Health and Wellbeing**	1. Understand the impact of managing mental health and wellbeing on organisational performance	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to develop a culture of mental health and wellbeing	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
607 Procurement, Purchasing and Contracting	1. Understand the principles of procurement, purchasing and contracting within organisational contexts	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to apply the principles of procurement, purchasing and contracting to achieve an operational requirement	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
608 Strategic Corporate Social Responsibility and Sustainability	1. Understand corporate social responsibility and sustainability in organisational contexts	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how corporate social responsibility and sustainability is applied in an organisational setting	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
609 Leading Quality Management	1. Understand the factors which influence organisational approaches to quality management	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to lead quality management to achieve strategic objectives	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
610 Principles and Practices of Policy Development	1. Understand the context in which a policy is developed	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to develop, implement and evaluate policy	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO

612 Coaching Skills for Leaders	1. Understand the benefits, types and application of coaching used by leaders	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know the skills, techniques and approaches required by leaders to coach	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
614 Principles and Practices of Ethical Decision Making	1. Understand ethical decision making within organisational contexts	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO
	2. Know how to make an ethical decision	N	The University evidence does not demonstrate that sufficient evidence will be provided for this CMI LO

Table 4 – Mapping Guidance

This guidance is intended to provide information and clarity as to how mapping judgements have been made. The CMI assigned mapping specialist will work with your centre, to support and guide as to how any evidence gaps can be closed, to enable the mapping outcome to be finalised where possible.

This mapping is NOT a value judgement of the University programme. This mapping activity matches University learning outcomes and assessment methods to CMI units. A University programme which maps to a CMI Award is not considered 'worse' than a programme which maps to a Diploma, it is only a measure of how many learning outcomes and modules can be aligned. In many cases, following discussion between the mapper and module leaders, it is possible to amend the mapping outcome. When programmes are revalidated, universities will often consider CMI units to enable a greater alignment and therefore students may be eligible for further accreditation. The CMI assigned mapper can work with the module leaders to assist in this process if so wished.

General Guidance

- 'Unit' refers to the CMI unit. 'Module' refers to the centre's programme module.
- Generally, undergraduate programmes levels 5 & 6 are likely to be mapped to a Level 5 Management and Leadership qualification aimed at operational managers, with postgraduate mapped to Level 7 Strategic Management and Leadership, aimed at senior managers and leaders.
- Only core/compulsory modules are mapped to ensure all students will provide the required evidence.
- Unit learning outcomes are mapped to module learning outcomes as this ensures they will be assessed.
- Summative assessments are therefore included in the mapping. The assigned Mapping Specialist will be able to offer advice and guidance for any remaining evidence gaps.
- Where possible, one unit is mapped to one module:
  - There may be occasions when one unit can only be evidenced by more than one module.
  - It may be possible to map more than one unit to one module depending on the credit values of the units and module, in terms of whether the evidence will be sufficient.
- Evidence judgements are also based on the module assessment method(s) (unless a holistic type 2) and whether these are likely to generate the required evidence to meet the mapped unit LO's, however:
  - It is usual for further assessment information to be requested to confirm mapping decisions
  - The weighting (% of marks allocated) for each method and word count are also taken into consideration
- Only learner work (evidence) that has passed (met the module learning outcomes) is accepted towards the mapped CMI qualification (unless a holistic type 2 decision)

Examinations and Group Work

Specific criteria need to be met to enable mapping against examination/test based OR Group work assessment methods due to CMI's regulatory requirements which prescribe that all learning outcomes

are covered by the individual student. You are advised to discuss mapping opportunities with your designated mapper for modules where examinations or group work are considered to map to CMI learning outcomes.

RAG rules

RAG Table 3, highlights the extent of coverage provided by the programme evidence, against the CMI unit(s) and learning outcomes.

Those units fully highlighted **green** are included in the mapping outcome, as sufficient coverage from the summative assessment(s) has been confirmed.

Those units/LOs highlighted in **amber**, are either an holistic Type 1 or 2 decision:

- An holistic Type 1 decision

  This holistic **Type 1** decision is noted as Amber on the RAG table 3, which notes that further work is required on evidencing the CMI learning outcome(s) at an individual student level, in order for the CMI unit to be awarded. Your mapping specialist will be able to explore options with you that may provide full coverage.

- An holistic Type 2 decision

  This holistic **Type 2** decision is noted as Amber on the RAG Table 3 and is based on the signed MLCs (Module Leader Checklists) required by CMI for the unit(s), that they are likely to be met elsewhere in the programme. Evidence is provided from the university where any gaps are likely to be met in the programme, through the use of a mix of summative, formative and other types of evidence (course-related activities completed while on programme). Type 2 decisions can be included in the *mapping outcome, providing the MLC's have been signed by the programme director. The mapping specialist will be able to explore opportunities with you for an holistic type 2 decision and provide the MLCs for signing.

  * There are conditions to using holistic Type 2 decisions as follows:

An Award is judged to be the likely outcome when a minimum of 1 HE module maps to a minimum of 1 CMI unit and the required TUT is met.

Condition - For an Award to be agreed, all CMI LOs must be met with summative evidence for at least 1 unit i.e. they must be classed as green.

A Certificate is judged to be the likely outcome when 2 or more HE modules map to 2 or more CMI units and the required TUT is met.

Condition - For a Certificate to be agreed, all CMI LOs must be met with summative evidence for at least 2 units i.e. they must be classed as green.

A Diploma is judged to be the likely outcome when 5 or more HE modules map to 6 or more CMI units and the required TUT is met.

Condition - For a Diploma to be agreed, a maximum of 2 of a required 6 units can include Amber Type 2 decisions or a maximum of 3 of a required 7 or 7+ units can include Amber Type 2 decisions.
The remainder must be classed as green.

    *   The rules of combination for each qualification type is also noted at the top of Table 1:

Those units/LOs highlighted **red** on the RAG Table 3, are not able to be evidenced if it is not clear from the university evidence provided that any CMI unit/LOs highlighted **red** are covered, therefore have not been included in the mapping decisions/outcome.

Post Mapping

The university will be notified once the mapping has been finalised and signed off by CMI. Following this, it is **imperative** that the university reviews the mapping ensuring that the CMI evidence is monitored and tracked, through their own IQA. To aid this, the assigned mapping specialist will send module leader checklists which are agreements that the assessments will cover the specified unit learning outcomes that have been mapped for that module. These module leader agreements are to remain as part of the university's IQA, ensuring any evidence concerns are raised with the mapping specialist.

Please note that the mapping exercise is based on the information supplied at the time of mapping. Subsequent minor modifications to units may change the mapping outcome. It is the Centre's responsibility to ensure that mapping is reviewed annually to ensure that any changes have not altered mapping outcomes. Major changes such as revalidation will require remapping activity.

Moderation

Once the mapping has been finalised, the university will be assigned a moderator, who will be in contact to arrange moderation (usually annually depending on the structure of the programme). The role of the moderation is similar to that of an External Examiner (although they will not attend any programme review boards) as they will:

- Sample student work (including marker feedback) of those modules mapped, to ensure they have been assessed in a fair and consistent manner and that the mapped unit/LO's are evidenced.
- Review assessment briefs/module handbooks to review the samples against the work set
- Review re-signed MLCs for any Type 2 decisions – the programme director is required to check formative and other evidence has indeed provided coverage against the Type 2 mapped unit/LOs and re-sign the MLCs as verification.
- Review internal quality assurance that supports the CMI internal verification process such as:
  - Second marking and the process to agree marks
  - Internal moderation of assessment materials such as briefs Module review (external examiner reports, student evaluations, module leader reports)
- Review feedback to the student and assessor, to ensure it provides strengths and areas of development

Moderation is completed online through the CMI HUB (web-based database). It is possible to provide samples through a shared cloud such as Dropbox, One File or virtual access can be arranged to the university VLE or it may be possible for a site-visit, which your moderator will be able to advise.

Moderation dates (online or visit) are to be agreed well in advance with the moderator, and the university is to arrange access for the moderator to any university system required.