

## Programme Specification

### Programme Title: CPD Advanced Diploma in Creative Leadership and Management

<b>Awarding Institution:</b>	University of Bolton			
<b>Teaching Institution:</b>	Churchgate Academy (Skills Solutions)			
<b>Division and/or Faculty/Institute:</b>	Off Campus Division			
<b>Professional accreditation</b>	Professional body		Professional body URL	Status of graduates
<b>Final award(s):</b>	CPD Advanced Diploma in Creative Leadership and Management			
<b>Interim award(s)</b>				
<b>Exit or Fallback award(s)</b>	<ul style="list-style-type: none"> <li>• Diploma in Creative Leadership and Management</li> <li>• Diploma in Innovative Leadership</li> <li>• Diploma in Leading Change</li> <li>• Professional Development Award in Improving Personal Effectiveness in the Workplace</li> <li>• Professional Development Award in Improving Communication in the Workplace</li> </ul>			
<b>Programme title(s)</b>	CPD Advanced Diploma in Creative Leadership and Management			
<b>UCAS Code</b>	N/A			
<b>JACS Code</b>	N210			
<b>University Course Code</b>	OCD5014			
<b>QAA Benchmark Statement(s)</b>	General Business and Management			
<b>Other internal and external reference points</b>	<p>QAA Academic Infrastructure, including the Framework for Higher Education Qualifications and the Code of Practice</p> <p>UK Quality Code for Higher Education</p> <p>University of Bolton awards framework</p>			
<b>Language of study</b>	English			
<b>Mode of study and normal period of study</b>	The full Advanced Diploma programme is delivered over four trimesters and consequently will take one academic year and three months to complete.			

	<p>If learners choose to exit early then the following time scales will apply:</p> <ul style="list-style-type: none"> <li>- Diploma in Creative Leadership and Management (60 credits L4/5) - three trimesters</li> <li>- Diploma in Innovative Leadership (40 credits L4/5) – two trimesters</li> <li>- Diploma in Leading Change (40 credits L4/5) – two trimesters</li> <li>- Professional Development Award in Improving Personal Effectiveness in the Workplace (10 credits L4) - 7 weeks</li> <li>- Professional Development Award in Improving Communication in the Workplace (10 credits L4) – 7 weeks</li> </ul>
<p><b>Admissions criteria</b></p> <p>This will depend on the stage at which learners wish to begin the programme:</p> <p>Level 4:</p> <ul style="list-style-type: none"> <li>- Level 3 qualification in a business or management related subject</li> <li>- Experienced managers (at least two years experience in a role carrying leadership or supervisory responsibilities) but without the required entry qualifications will be given a diagnostic assessment to determine level of competency</li> </ul> <p>Level 5:</p> <ul style="list-style-type: none"> <li>- Creative Leadership and Management L4 modules</li> <li>- Level 4 qualifications in a business or management related subject</li> <li>- Experienced managers (at least two years experience in a role carrying leadership or supervisory responsibilities) but without the required entry qualifications will be given a diagnostic assessment to determine level of competency</li> </ul> <p>Level 6:</p> <ul style="list-style-type: none"> <li>- Creative Leadership and Management L5 modules</li> <li>- Level 5 qualifications in a business or management related subject</li> <li>- Experienced managers (at least two years experience in a role carrying leadership or supervisory responsibilities) but without the required entry qualifications will be given a diagnostic assessment to determine level of competency</li> </ul>	
<p><b>Additional admissions matters</b></p> <p><u>Level 4</u> - applicants will ideally be employed, however applications from unemployed learners who have an appropriate voluntary placement, will be considered.</p> <p><u>Levels 5 and 6</u> - applicants need to be employed and working in a leadership or supervisory role.</p> <p>Professional experience will be taken in to consideration when applications are received, recognising that whilst an individual may not have an academic qualification they may still have the necessary competencies to be able to complete the qualification due to their level of work-based experience.</p>	
<p><b>Fitness to practise declaration</b></p> <p>Not applicable</p>	
<p><b>Aims of the programme</b></p>	
<p>The principal aims of the programme are to:</p> <ol style="list-style-type: none"> <li>1. Apply managerial concepts and techniques to work-based and work-related situations</li> <li>2. Develop personal and professional leadership and management skills to enhance</li> </ol>	

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the effectiveness of self and others

### **Distinctive features of the programme**

The programme has been developed by Churchgate Academy (Skills Solutions) to create a professional development provision in Creative Leadership and Management to meet the needs of individuals employed by companies and organisations.

The programme comprises of modules at three higher education levels leading to the award of Advanced Diploma upon completion of all five modules. If a learner were to exit the programme before completion then they would be awarded professional development credits relevant to the stage at which they exit (see *Exit or Fallback awards* section for titles)

The CPD has a number of innovative features, which include:

1. Using an on-line approach through the University's Virtual Learning Environment platform, currently Moodle, so that learning is flexible and takes place according to a learner's life-style commitments with support from an e-tutor.
2. Offering access for those who have not studied within HE before or whose qualifications were achieved a number of years ago.
3. Providing a range of modules at different academic levels focussed around various aspects of Creative Leadership and Management enabling the learner to develop their professional expertise and progress academically.
4. The provision of guidance from experienced tutors on assignments and projects relating to issues in the workplace.
5. Recognising each module successfully completed through the award of professional development module credits and also enabling learners to accrue modules toward the achievement of more substantive professional development awards.
6. Providing progression opportunities to more advanced management programmes.
7. The enhancement of lifelong learning skills and personal development, so as to be able to work with self-direction and originality and to contribute to business society at large.

### **Programme learning outcomes**

#### **K. Knowledge and understanding**

On completion of the programme successful students will be able to demonstrate systematic knowledge and understanding of:

1. Work-based leadership and management procedures and how these are influenced by varying organisational cultures
2. How to lead change and manage the impact it can have on team performance
3. The concept of creative leadership, its organisational impact and barriers to adoption
4. How to measure and influence personal and team effectiveness
5. Solutions to business issues using creative application of management strategies in a work based context

#### **C. Cognitive, intellectual or thinking skills**

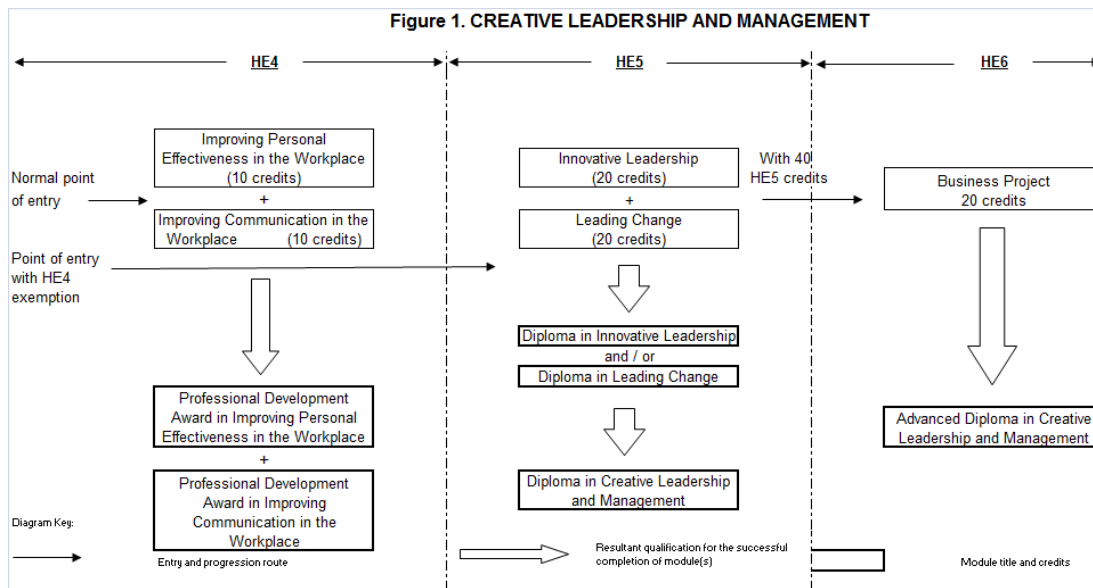
On completion of the programme successful students will be able to demonstrate the ability to:

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1. De-construct processes into key tasks and activities to enable evaluation of the concepts and application to workplace procedures
2. Solve problems and think creatively to enable increased output
3. Apply and transfer knowledge of creative leadership and management strategies
4. Develop analytical frameworks from observation, practice and experience to apply to work-based scenarios
5. Develop critical thinking, through the analysis of data and academic literature
<b>P. Practical, professional or subject-specific skills</b> On completion of the programme successful students will be able to demonstrate the ability to:
1. Support and manage change in the workplace to enable smooth transitions in organisational practice
2. Use innovative techniques to make decisions and lead teams
3. Apply effective strategies to enhance workplace communication
4. Measure and develop personal and professional effectiveness
5. Conduct subject specific research and gather information relevant to work-based issues
<b>T. Transferable, key or personal skills</b> On completion of the programme successful students will be able to demonstrate:
1. Critical analysis of creative leadership and management techniques to evaluate and develop workplace practice
2. Enhanced interpersonal communication skills improving the flow of information and achieving advanced team-working skills
3. Increased personal/professional skills enabling improved self-confidence and originality in workplace situations
4. Increased effectiveness in terms of using data presented in a variety of electronic formats together with excellent ICT skills for business
<b>Programme structure</b>
The programme has been designed to accommodate the pressures of work-based learning and as such incorporates greater flexibility in levels of attainment than more traditional University courses.  Learners will enrol on the Advanced Diploma but if, due to workplace commitments, they cannot complete the full award they will be able to exit the programme with a professional credit award appropriate to their stage of completion (see <i>Exit or Fallback awards</i> section)

for titles).



Module Code	Module title	Core/ Option/ Elective (C/O/E)	Credits	Academic level	Length (1, 2 or 3 periods)
CLM4000	Improving Personal Effectiveness in the Workplace	C	10	HE4	0.5
CLM4001	Improving Communication in the Workplace	C	10	HE4	0.5
CLM5000	Innovative Leadership	C	20	HE5	1
CLM5001	Leading Change	C	20	HE5	1
CLM6000	Business Project	C	20	HE6	1
	<b>Award title</b>	<b>Required credit combination</b>			
	CPD Advanced Diploma in Creative Leadership and Management	20 credits at HE4 + 40 credits at HE5 + 20 credits at HE6			

**Learning and teaching strategies**

The provision is focused on the needs of part-time learners and their employers and as such conventional methods of delivery, for example day release, are inappropriate for the target market and will limit opportunities to access the provision. Consequently an on-line, distance learning approach with e-tutor support will be adopted enabling learners to reflect upon knowledge gained through study and apply strategies/concepts to workplace experiences.

The learning materials are digital and accessed through a shared Virtual Learning Environment platform, currently Moodle. Employer engagement will be achieved through commissioning of 'live' project briefs and utilising work-based mentors.

Peer learning is an essential element of the teaching and learning strategy of this

programme and as such collaboration will be supported through on-line discussions in virtual forums where learners will be expected to contribute their own ideas but also comment on those of their peers.

Students will be expected to demonstrate independence in their study by developing academic research skills in order to identify appropriate material to enhance their learning. In order to facilitate this, learners will be signposted to appropriate on-line study skills resources, for example, BISSTO and LearnHigher.

### **Assessment strategy**

Each module of the programme requires the application of theory to work-based practice and is assessed using a combination of negotiated and fixed assessment methods, for example, project/report/case study/multi-media recordings/essay.

The module tutor will maintain regular contact with each learner through the Virtual Learning Environment (VLE) using a range of methods such as forum discussions and individual messages. It will be necessary for learners to contribute to specific formative assessment tasks which will be used to assess their competence and provide them with feedback. Deadlines will be set for all formative assessment tasks.

All assessments will be submitted through TurnItIn on the VLE and feedback will be given through the GradeMark facility provided on this platform within a maximum of four weeks

### **Assessment regulations**

Assessment Regulations for Undergraduate Modular Programmes

### **Grade bands and grading**

<b>Grade Description</b>	<b>Mark %</b>
Work of exceptional quality	70+
Work of very good quality	60-69
Work of good quality	50-59
Work of satisfactory quality	40-49
Borderline fail	35-39
Fail	Below 35

There is no overall grade for the award

### **Role of external examiners**

External examiners are appointed for all programmes of study. They oversee the assessment process and their duties include: approving assessment tasks, reviewing assessment marks, attending assessment boards and reporting to the University on the assessment process.

<p><b>Support for student learning</b></p> <p>At the Churchgate Academy</p> <ul style="list-style-type: none"> <li>• The programme is managed by a programme leader</li> <li>• Each student has a personal tutor, responsible for support and guidance</li> <li>• Feedback on formative and summative assessments within four weeks</li> <li>• A Social Learning Zone which is accessible in the evenings</li> <li>• Off Campus Division and Programme Handbooks which provide information about the programme and University regulations</li> <li>• Signposting to appropriate on-line study skills packages such as BISSTO and LearnHigher</li> <li>• Book store for each module</li> <li>• Advice on SCONUL access</li> </ul> <p>On University of Bolton Campus</p> <ul style="list-style-type: none"> <li>• A Student Centre providing a one-stop shop for information and advice</li> <li>• University support services include housing, counselling, financial advice, careers and a disability</li> <li>• A Chaplaincy</li> <li>• Library and IT services</li> <li>• Student Liaison Officers attached to each Faculty</li> <li>• The Students' Union advice services</li> <li>• English language support for International students</li> </ul>	
<p><b>Methods for evaluating and enhancing the quality of learning opportunities</b></p> <ul style="list-style-type: none"> <li>• Module evaluations by students</li> <li>• Annual quality monitoring and action planning through Programme Quality Enhancement Plans (PQEPs), Data Analysis Report (DARs) Subject Annual Self Evaluation Report (SASERs), Faculty Quality Enhancement Plans (FQEPs), University Quality Enhancement Plan (UQEP)</li> <li>• Peer review of e-learning resources</li> <li>• Professional development programme for staff</li> <li>• External examiner reports</li> </ul>	
<p><b>Other sources of information</b></p> <ul style="list-style-type: none"> <li>• Student portal - <a href="http://www.bolton.ac.uk/Students/">http://www.bolton.ac.uk/Students/</a></li> <li>• Students Union - <a href="http://www.ubsu.org.uk/">http://www.ubsu.org.uk/</a></li> <li>• Faculty Handbook</li> <li>• Programme Handbook</li> <li>• Student Entitlement Statement - <a href="https://www.google.com/url?q=http://www.bolton.ac.uk/Students/AdviceAndSupport/StudentAdvisors/Documents/StudentEntitlementStatement.doc">https://www.google.com/url?q=http://www.bolton.ac.uk/Students/AdviceAndSupport/StudentAdvisors/Documents/StudentEntitlementStatement.doc</a></li> <li>• Module database</li> <li>• External examiners reports - <a href="http://www.bolton.ac.uk/Quality/QAECContents/ExternalExaminersReports/Home.aspx">http://www.bolton.ac.uk/Quality/QAECContents/ExternalExaminersReports/Home.aspx</a></li> </ul>	
<b>Document control</b>	
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<b>Effective from:</b>	2012/2013	
<b>Document History:</b>		



**Learning outcomes map**

Module title	Mod Code	Status C/O/E	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4
CLM4000	Improving Personal Effectiveness in the Workplace	C	D, T	D	D	D, T, A	D	D, T, A	D, A	D	D, A	D	D	D	D	T, A	D, T, A	D	D	D, T, A	D, T, A
CLM4001	Improving Communication in the Workplace	C	D, T	D	D	D, T, A	D	D, T, A	D, A	D	D, A	D	D	D	T, A	D	D	D	D, T, A	D, T, A	D, T, A
CLM5000	Innovative Leadership	C	T, A	D, A	T, A	A	A	D, T, A	D, T, A	D, T, A	D, A	D, T, A	D	D, T, A	D, A	D	D	T, D	D, A	D, T, A	D, T, A
CLM5001	Leading Change	C	T, A	T, A	D	A	A	D, T, A	D, T, A	D, T, A	D, A	D, T	D, T, A	D, T, A	D, A	D	D, T, A	T, D	D, A	D, T, A	D, T, A
CLM6000	Business Project	C	D, A	D, A	D, A	D	D	D, A	D, A	D, A	D, A	D, A	D, A	D, A	D, A	D	D	D, A	D	D, A	D, A

**K. Knowledge and understanding P. Practical, professional and subject specific skills C. Cognitive, Intellectual and thinking skills T. Transferable, key or personal skills**

**Complete the grid using the following (Developed = D, Taught = T, Assessed = A)**

**Module listing**

Module title	Mod Code	New? ✓	Level	Credits	Type	Core/Option /Elective C/O/E	Pre-requisite module	Assessment 1			Assessment 2			Assessment 3		
								Assessment type	Assessment %	Add Y if final item	Assessment type	Assessment %	Add Y if final item	Assessment type	Assessment %	Add Y if final item
Improving Personal Effectiveness in the Workplace	CLM4000	Y	4	10	STAN	C	None	CW	100	Y						
Improving Communication in the Workplace	CLM4001	Y	4	10	STAN	C	None	CW	100	Y						
Innovative Leadership	CLM5000	Y	5	20	STAN	C	None	CW	100	Y						
Leading Change	CLM5001	Y	5	20	STAN	C	None	CW	100	Y						
Business Project	CLM6000	Y	6	20	STAN	C	None	CW	100	Y						

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