



Loughborough
University

cipp the chartered institute
of payroll professionals
leading the profession

STRATEGIC LEADERSHIP

A THREE-YEAR PART-TIME MASTERS PROGRAMME

SCHOOL OF BUSINESS AND ECONOMICS



Welcome

If you are looking to develop leadership talent with an outstanding Masters programme from a leading UK business school, Loughborough is for you.

Whether or not you choose to use the Apprenticeship levy funding route our MSc in Strategic Leadership is designed to equip the leaders of tomorrow with the skills and knowledge they need.

Loughborough University has substantial experience in the delivery of professional development programmes. The development of leadership talent is crucial in any sector. We will work with you to grow the specific talent needed in yours.

Consistently rated among the top-10 UK business schools by national league tables and among only 1% of business schools in the world to hold AACSB, EQUIS and AMBA accreditation, at Loughborough we are dedicated to developing leaders who are ready to make a difference.

The CIPP has been pleased to offer payroll, pensions and reward professionals strategic level qualifications up to Masters Level since 1999, and are delighted to be running our MSc in Strategic Leadership in partnership with the School of Business and Economics at Loughborough University.

The uniqueness of this qualification is that it is targeted at professionals working in a mutual sector, with tutors drawing on their experiences from within the industry. We are also delighted that working with Loughborough University we can offer this programme through the traditional MSc route, as well as an apprenticeship route. The content of the programme will be the same, with the benefit of allowing employers the opportunity to take advantage of the apprenticeship levy.

We have chosen to partner with Loughborough University due to their substantial experience in the delivery of professional development programmes and as a result of their consistently high rankings within the top 10 UK business schools by national league tables. This fits with the CIPPs core values and quality objectives in relation to delivery of professional education to the payroll, pensions and reward professions.

Dr Sue Smith
Education Director
CIPP



Developing professionals

To perform well, all organisations rely on talented and well-informed executives at a number of levels to make good decisions.

With the ever-increasing pace of change it is more important than ever that firms and individual employees have the management and leadership capabilities they need to adapt to new and sometimes ambivalent scenarios. Firms that are resilient and equipped to meet current and future challenges have employees that are innovative, knowledgeable and self-assured.

Loughborough University's MSc in Strategic Leadership programme offers an ideal way to further develop and retain leadership talent within your organisation.

The programme will help organisations to retain and develop talent, build management and leadership capability and help bring an extra dimension to existing professional development within their organisation.

Participants will have managerial experience at a first line or middle management level. They may have a first degree or equivalent, or have substantial work experience. The programme is suitable for candidates from all functional areas.

As emerging leaders hand-picked by their organisation, programme participants will feel empowered, valued and motivated to succeed and will form valuable networking contacts with other participants.

Both during and on completion of the programme students bring back tangible benefits for their organisation including their ability to analyse and apply value based decision making, manage ambitious, innovative projects and lead teams through strategic change whilst considering risk and governance issues. The investment made in the programme reaps tangible rewards for every participating organisation and participant.

It is deliberately challenging, designed to stretch participants and teach them how to apply management theory in practice, adapt to new scenarios and implement effective solutions. To foster success, students are supported by the University through the teaching team, a workplace tutor and a dedicated administrator. It is also required that students taking the apprenticeship route have an employer mentor (potentially their line manager) from within their own organisation.



Alternative programme routes

We are offering two parallel programme routes:

The traditional
non-apprenticeship MSc route

A new apprenticeship
route to an MSc

We will have a single cohort made up of a combination of students following both routes. The objective of adding the second route is to enable organisations who pay the Apprenticeship Levy to have the option of utilising this funding to develop their leadership potential.

For organisations who do not pay this levy, have candidates who work outside England or who choose not to utilise the apprentice route, the opportunity to study for a Strategic Leadership MSc via the traditional non-apprentice route remains.

At present, Loughborough University cannot deliver the apprentice route to non-levy payers. The Government's current plan is that non-levy payers will be able to have an online apprenticeship levy account at some point in the future.

The Strategic Leadership MSc programme has been designed to meet the requirements of the Level 7 Senior Leaders Masters Degree Apprenticeship Standard. Employers will be able to pay for the cost of this programme from their Digital Account - £18,000. It is more expensive than the traditional route because of the substantial additional workload placed on the University to cover the ongoing and End Point Assessment that is required under the apprenticeship rules.



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“One of the privileges of leadership is being able to witness the growth of talented colleagues. The Masters programme has provided our colleagues with the tools and behaviours that have dramatically accelerated that growth, and I have no doubt that it will be instrumental in creating the future leaders of YBS Group.”

—
Paul Howley
Director of Transformation, YBS Group

Differences and details

	Traditional non-apprenticeship route	New apprenticeship route
Programme Fee	£13,700 to include dual award (no vat)	£18,000 (no VAT charged)
Payment	Divided into three annual payments: Year one – £4,700 Year two – £4,500 Year three – £4,500	£18,000 (the maximum available from the Government for this Apprenticeship Standard) is taken in monthly instalments directly from your Digital Account.
Additional costs	Each module requires a residential stay at Loughborough University.	
Degree Award	MSc Strategic Leadership	
On site at the University Taught modules	Exactly the same for both routes, modules are delivered in blocks of three to five days. Five-day modules are split into a two and a three-day period at the University. Modules accrue the same number of credits and are assessed in the same way for both routes. The formal assessment of the MSc is through a mixture of coursework, presentations and group projects.	
Additional study	Up to 100 hours of self-study per module, dependent on existing knowledge.	Up to 100 hours of self-study per module, dependent on existing knowledge. Students must be able to undertake this study during their normal employed hours. It contributes to the 20% 'off-the-job training' required under any apprenticeship.

	Traditional non-apprenticeship route	New apprenticeship route
On-site at the University Other mandatory requirements	None	<ul style="list-style-type: none"> • Apprenticeship induction day for apprentices plus a representative from their employer (October 2019) • An estimate of two days spent on Professional Skills Development dependent on individual needs analysis (over Year 1 and Year 2) • Up to three one-day End Point Assessment Readiness workshops in Year 3 to include: Viva training, Interview Skills and Portfolio checklist.
Additional mandatory requirements	None	<ul style="list-style-type: none"> • Individual student Needs Analysis (at Induction) • 360° Feedback and Personal Development Plan (at Induction) • Three tripartite review meetings each year, between Student, Employer and University. To include one workplace visit by the University per annum. Meetings will last c90minutes and other than the workplace visit can be conducted via Skype or teleconference. • Training for Employer Mentors to include role and responsibilities. • Apprentices are required to spend 20% of their normal employed time undertaking 'off-the-job' training. All activity at the University and work required to complete modules is eligible. • Apprentices must complete an End Point Assessment in Year 3 before they can receive their MSc award.
Professional skills development	Participation is optional by agreement with individual students and employers.	<p>Costs are included and attendance for up to two days is mandatory if an individual's Needs Analysis shows a requirement.</p> <p>Development may include areas such as:</p> <ul style="list-style-type: none"> • Presentation skills • Creative thinking • Negotiation skills • Networking strategies and skills • Advanced interpersonal skills • Mental and physical wellbeing • Delegation skills • Coaching and mentoring training • Personal power • Conflict management

Programme content

The first phase of the programme focuses on the delivery of the taught modules. In the final year the main focus is on the delivery of the business project and preparation for the End Point Assessment for students on the apprenticeship route.

Year One

Programme Launch and induction Day – 15th October 2019*

Personal Values and Effectiveness (includes induction) – 16th–18th October 2019

3 days – 15 Credits

- Recognise your natural leadership style
- Foster more effective and ethical working relationships
- Learn vital study skills in data collection, analysis and report writing
- Plan for personal and career development over the course of the degree

Strategic Marketing – December 2019

3 days – 15 Credits

- Understanding the marketing environment, concepts and techniques
- How to analyse marketing problems
- Recognising trends in organisations and consumer behaviour
- Application of marketing theory to gain advantage in your organisation's competitive arena

Managing Organisational Resources – February 2020 and April 2020

5 days – 30 Credits (split in to two sessions of two and three days)

- Understand how a range of functional business areas contribute to successful organisational performance
- Analysing and interpreting financial information for better decision making
- How your role influences interaction with your team and organisational effectiveness
- How to manage performance and get the most from your team
- Analysing process effectiveness and strategic decision making

Information Management – June 2019

3 days -15 Credits

- Analysing the role of information systems in a competitive environment
- Creating a competitive advantage for the business through technology value generation
- Managing IT risk and responding to legislation on data handling
- Understanding the implications of cybercrime and information security

Professional Skills Workshop (subject tbc)*

Year Two (dates to be confirmed)

Business Improvement Through Innovation

3 days – 15 Credits (split into two sessions of two days and one day)

- A group business project demanding innovative and entrepreneurial creativity in a business situation
- Effective application of design thinking concepts to a business problem
- Utilising analytical tools to evaluate the commercial viability of potential business opportunities
- Creating a robust proposal and presenting to relevant stakeholders to gain acceptance

Strategy, Governance and Risk

3 days – 15 Credits

- How to analyse the market and identify opportunities for business
- Identifying innovative strategic options
- Planning for strategic change
- Evaluating and managing risk
- Managing stakeholder expectations
- Implementing successful strategies in a disruptive environment

Leading and Influencing Change

5 days – 30 Credits (split in to two sessions of two days and three days)

- How to lead a strategic change in an organisation
- Being resilient throughout turbulent times
- How to build innovative, agile and collaborative cultures to gain buy-in for change
- Managing conflict in times of change
- Gain confidence in presenting with impact
- How to recognise and implement a range of negotiation techniques to achieve successful outcomes
- How to utilise your personal leadership style to inspire and influence a diversity of stakeholders in a variety of situations

Optional Module

3 days –15 Credits

- Customer Loyalty and Relationship Marketing
- or Business in Global Marketplaces

Professional Skills Workshop (subject tbc)*

Year Three (dates to be confirmed)

Business Project

3 days – 30 credits

- This module has three days on campus but is mainly taken up with a business-relevant project. This project should address an area in your own business, implementing learning and research to create value for your organisation.



Additional programme information

To register your organisation's interest in the programme, irrespective of route, please contact Vicki Unwin, Business Development Manager at Loughborough University, either by email at V.E.Unwin@lboro.ac.uk or by phone: 01509 222160.

For further information about the academic programme please contact Eriko Cochrane, Programme Officer either by email at e.cochrane2@lboro.ac.uk or by phone: 01509 228824.

Open Day - 5th June 2019

An opportunity to see the Loughborough campus, talk to the Programme Director and the teaching staff and meet some of the current students on the programme. For more information please contact Eriko Cochrane either by e-mail at e.cochrane2@lboro.ac.uk or by phone: 01509 228824

Applying for a place on the programme

Closing date for applications is 31st July 2019.

For more information on the application process please go to www.lboro.ac.uk/departments/sbe/executive-education/programmes/accredited

Application tips

All students

An applicant's organisation may have its own internal procedures for selection to this programme. These are separate from the University's application process, which is an online process accessed at www.lboro.ac.uk/exec/apply.

We strongly recommend that applicants and employers read the guidance documents available on this website before starting the application process. Specific guidance is given for Executive Masters applicants and Apprenticeship applicants.

All applications must be authorised by the relevant sponsor inside the applicant's organisation. A letter on the organisation's letterhead, confirming the firm's financial support for the applicant must be uploaded as part of the application process. This letter should clearly state which MSc route is being applied for. An employer must be an Apprenticeship Levy-payer if the Apprenticeship MSc is to be selected. The University may need to further satisfy itself of eligibility before an Apprenticeship application can proceed.

The MSc Programme is called Strategic Leadership (part-time).

Admissions Criteria

Typically, the University would expect Masters candidates to have an undergraduate degree or a relevant professional qualification. This programme is also open to candidates who do not have a degree but who have been identified by their employer as meeting the necessary requirements. These candidates may be asked to an interview meeting with the Programme Director. This may be via Skype.

All applicants will need to provide:

- Evidence of qualifications – degree or highest-level qualification or evidence of professional qualifications. If an applicant has lost exam certificates these can be traced via: www.gov.uk/replacement-exam-certificate
- Proof of change of name - if the evidence above is in a previous name
- Copy of passport
- Two references to provide evidence of experience, one of which must be from the applicants current employer
- A Personal Statement of no more than 500 words outlining your background and career to date and why you want to join this MSc Programme

Apprenticeship applicants will also need to provide:

- Evidence of Maths and English qualifications at Level 2 (GCSE Grade C or above). This is a Government requirement for all apprenticeships
- Once the University is satisfied that a candidate's organisation has selected the Apprenticeship route they will send applicants the following additional items for completion and upload to the application portal.
- Apprentice eligibility checklist and declaration form
- Apprentice initial needs assessment form

Masterclasses

The School of Business and Economics runs a series of talks and masterclasses throughout the year to which all students are most welcome.

Masterclass speakers will not just come from our own sector. Speakers give their perspectives on topics including governance, personal development, ethics, human resource management and innovation.

Questions and answers

More about the new apprenticeship route

What is an apprenticeship?

The government has committed to boost the UK's productivity by investing in skills development, including executive and managerial training. They have also committed to three million apprenticeship starts by 2020 and funding is now available up to Masters level. Apprenticeships are paid for by the Apprenticeship Levy. New recruits and existing staff are eligible for an apprenticeship. There is no upper age limit but an apprentice must be at least 16.

An apprenticeship is a real job with an accompanying assessment and skills development programme. The apprentice gains this through a wide range of learning in the workplace, formal off-the-job training and the opportunity to gain and practice new skills in a real work environment. Apprentices are employed throughout and must spend 20% of their employed hours in 'off-the-job' training. In the case of this apprenticeship, students will spend part of their time at Loughborough University and part with their employer.

You must pay your apprentice their normal salary for the time they are in work and in their off-the-job training and study time. Your employee must have a contract of employment and for a job with enough scope to gain the knowledge, skills and behaviours that they need to achieve their apprenticeship. If an employee has already done an apprenticeship they can do another provided they are learning substantial new skills. A new apprenticeship may be undertaken at the same, higher or even at a lower level than the one previously completed.

There are multiple Apprenticeship Standards available covering many subjects and at many levels, from a Level 2 Apprenticeship, (equivalent to five GCSE passes) to a Level 7 Apprenticeship (a Masters degree). There are currently very few available at Level 7. The Senior Leaders Masters Degree Apprenticeship which we are offering has only recently been approved.

To encourage employers to employ/train apprentices, the Apprenticeship Levy can be used to pay for training an apprentice who works primarily in England. A proportion of the money paid by employers through the Levy is allocated to the devolved nations and Scotland, Wales and Northern Ireland have taken separate and different approaches to the use of these funds.

The Apprenticeship Levy was introduced in April 2017. Employers with a pay bill of over £3 million each year will have paid the levy from 6 April 2017. The levy is charged at 0.5% above £3 million pay bill. This is collected by HMRC by monthly payments through PAYE and paid in to an employer's Digital Account.

To qualify for funding all apprentices must complete an End Point Assessment which tests both their wider occupational competence and academic learning, in this case a Masters degree (MSc).

For further information about apprenticeships go to: www.instituteforapprenticeships.org



About the Senior Leaders Masters Degree Apprenticeship

The Senior Leaders Masters Degree Apprenticeship Standard (level 7) focuses on delivering:

- Organisational Performance – delivering a long-term purpose
- Interpersonal Excellence - leading people and developing collaborative relationships
- Personal and Interpersonal Effectiveness

The Masters degree programme will primarily deliver the knowledge and skills elements of the Apprenticeship Standard whilst the other activities such as the professional skills development will support the development of skills and behaviours in the workplace. This provides an integrated approach to developing and demonstrating the skills, knowledge and behaviours required by the Standard.

There is also a series of supporting activities, designed to ensure achievement of the End Point Assessment. The majority of the activities are mandatory and are specific requirements of Apprenticeship delivery.

In addition to these mandatory activities, the professional development workshops, mentoring and 360° feedback are value-added activities that are not explicit within the funding rules and Standard. Students will require these to ensure they are End Point Assessment ready.

Every apprenticeship is assigned a funding band the amount the Government will fund. For this apprenticeship the funding from government is £18,000.



Contracting with Loughborough University to deliver the apprenticeship

Employers contract for services with Loughborough University for the delivery of this apprenticeship. The contract needs to include a total price for the costs of the apprenticeship training - £18,000. This includes the cost of the End Point Assessment, additional activities and ongoing assessment.

The University will support with both the administration, management and mentoring by:

- Managing the HMRC Digital Service/ Gateway
- Providing a full induction programme to prepare employees and their managers for the apprenticeship journey
- Offering coaching and support throughout the programme to support employees
- Offering specific training support to managers with team members on the programme enabling them to be more effective mentors

Provided that your digital account contains sufficient funds, you will be able to draw £18,000 from your Apprenticeship Levy Digital Account per student and release the payments on a monthly basis.

For further information on the Apprenticeship Levy and Digital Accounts please go to: www.gov.uk/guidance/manage-apprenticeship-funds

Tripartite meetings

This is series of meetings between the University workplace tutor, the student and the employer mentor/line manager to discuss progress and flag up any additional needs. There are three meetings per year: one face to face at the student's workplace and two via Skype or conference call.

How does the 20% 'off-the-job' training work?

Those students taking the apprenticeship route must spend 20% of their time undertaking off-the-job training. It is up to the employer and Loughborough University to decide how the off-the-job training is delivered. It must be directly relevant to the Apprenticeship Standard and can be delivered at the normal place of work, as long as it is not part of normal duties.

Time off-the-job includes training at Loughborough University, plus the in-work study time to complete the modules. Time also might be spent working on assignments, project work or participating in a virtual classroom session. It can cover practical training such as shadowing, mentoring and industry visits. Both the apprentice and their employer will need to provide evidence that this commitment has been met. We will help you achieve this through our apprentice monitoring arrangements.



General questions about the MSc

What qualifications must candidates have?

Typically, the University would expect Masters candidates to have an undergraduate degree or a relevant professional qualification. This programme is also open to candidates who do not have a degree but who have been identified by their employer as meeting the necessary requirements. These candidates may be asked to an interview meeting with the Programme Director. This may be via Skype.

Must students sign up for all three years?

This is a three-year Master's programme. Students who register for the first year should intend to complete the full programme. Registration for the traditional non-apprentice route is, however undertaken each academic year. Should personal or work circumstances change, students may temporarily suspend their studies subject to University regulations.

What do students graduate with?

At the end of a successful three-year study period, students will graduate with an MSc in Strategic Leadership from Loughborough University, plus a Level 7 CMI or ILM accreditation. If circumstances dictate that a student has to finish their studies at the end of year one, they might graduate with a Certificate in Strategic Leadership.

Similarly, if a student needs to leave the programme after two years, they could graduate with a Diploma in Strategic Leadership. Once a student has graduated they cannot re-join the programme.

The Apprenticeship requires completion of the full three-year programme and the End Point Assessment.

“We are delighted by the clear growth we have seen in our current crop of talent following their participation in the MSc at Loughborough. The opportunity to nurture, stretch and develop our future leaders with this programme is an integral part of our people strategy.”

Simon Taylor
Chief Operating Officer,
The Nottingham Building Society

Questions answered by current students

What if other students have more knowledge than me?

The breadth of experience amongst students has been complimentary; we have supported each other recognising different people have their own area of expertise.

How will I manage the time commitment?

I have made the time needed with incredible support from my employer and family. Whilst demanding at times, the experience has been worth it.

Will I struggle because I haven't done a degree before?

Academic writing proved to be an initial challenge. However, the teaching and student support has helped me develop and progress to the extent that I do not feel disadvantaged in any way by not having a previous degree.

Will anyone help me if I am not progressing?

The support network at Loughborough is exceptional! From the standard of leadership, quality of tutoring through to admin staff, you have a real sense that everyone has the time for you and will help you overcome any hurdle.

How much group work is involved?

On each and every module there is group work with a number of modules requiring formal group course work.

What happens if I miss a module?

We are encouraged to attend every module. However, if for some reason one is missed we are able to complete it when the next year group studies that particular subject.



About Loughborough University

A top-10 UK business school

Loughborough University is consistently rated as one of the UK's top-10 UK business schools by national league tables.

It is among just 1% of business schools in the world to hold accreditation from organisations such as AACSB, EQUIS and AMBA. Accreditation from such bodies ensures that the University operates to the highest international standards and that students who graduate from the School of Business and Economics are equipped to be the leaders of tomorrow.

The University has a long-standing track record of working with organisations across all sectors. It has substantial expertise in delivering valuable and accessible leadership development programmes.

The University is very experienced in delivering programmes for working professionals, many of whom have not studied at university level before. The academic team understands the apprehension some participants feel and have a track record of helping such individuals to blossom.

The University understands that everyone has their own learning style and approach to study. As a result, it offers a variety of teaching including lectures, presentations, discussion groups, case studies, project work and web-based activities.

A high-performance environment

Sport is part of Loughborough University's DNA. The sports ethos is all about seeing the opportunities in challenges and then having the skills to exploit them. The University aims to equip students to manage complex challenges and lead decisive innovative change.

As part of this approach the University's sporting facilities, including the Olympic-sized swimming pool and gym are available to students and cater for all ability levels. The University library is accessible 24/7 online on and off campus. Students also have access to 'Learn' - the University's virtual learning environment.

Students will receive a student card with all the normal student discounts. Once on-campus students will find everything they need from libraries, fitness centres and coffee shops, to restaurants, bars and a doctor's surgery.

Four-star accommodation on the Campus

When at Loughborough students stay at Burleigh Court, the University's reasonably priced on-campus hotel. Guests can enjoy the restaurant, bar, spa, swimming pool, gym and secure free parking.

An easily accessible location

The School of Business and Economics, Loughborough University, Loughborough, LE11 3TU

The University is easily accessible by air, rail or road:

Just 20 minutes from East Midlands Airport, 50 minutes from Birmingham Airport and 90 minutes from both Luton and Manchester Airports.

On the East Midlands line from London St Pancras. The Campus is a ten-minute taxi ride or a 40-minute walk away from Loughborough station. There is also a reasonably priced bus that runs directly from the station to the Campus.

Via junction 23 of the M1.
Satnav postcode: LE11 3TU



This brochure is as accurate as possible at the time of going to press (March 2019). Annual updates to the course structure and module details may be made however, as outlined in www.lboro.ac.uk/study/terms-conditions

For up-to-date information, please see:

 www.lboro.ac.uk/study/postgraduate



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