

Programme Specification

MA in Leadership and Management

Awarding Institution	University of Gibraltar		
Teaching Location	Europa Point Campus, Gibraltar		
Programme Title	MA in Leadership and Management		
Final Award	MA in Leadership and Management		
Level of Qualification¹	7		
Mode of Delivery	FULL-TIME <input checked="" type="checkbox"/> PART-TIME <input checked="" type="checkbox"/> Face to face with on-line option for an elective		
Minimum and Maximum Registration Period		Minimum registration	Maximum registration
	Full-time	1 years	2 years
	Part-time	2 years	4 years
Recognition by Professional, Statutory or Regulatory Body	None		
Benchmarks	<p>This programme has been designed with reference to the UK QAA Subject Benchmark Statements: Master's Degrees in Business and Management</p> <p>https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16</p>		
Entry Requirements	<p>The University of Gibraltar admission policy applies. The Admissions Policy for the MA in Leadership and Management seeks to recruit local and international students from diverse educational and social backgrounds who have the ability and motivation to complete the programme.</p> <p>Typically, applicants for the MA will:</p> <ul style="list-style-type: none"> • Possess a good first degree (i.e. a minimum of a 2.1) awarded by a UK university or overseas equivalent. • Have recent work experience. As the University values diversity of experience in its student body, it welcomes applications from recent graduates who have undertaken meaningful placements as well as those with all levels of work experience. • The ability to communicate their ideas effectively in writing, in discussions and presentations. Basic IT skills (e.g., word-processing, email and Internet) will also be expected. 		
English Language Requirements	<p>If English is not the student's first language they must have one of the following qualifications as evidence of English language skills:</p> <ul style="list-style-type: none"> • IELTS: 6.5 with 5.5 minimum in each skill • Cambridge Certificate of Proficiency in English (CPE): Grade C 		

¹ UK Framework for Higher Education Qualifications

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	<ul style="list-style-type: none">• Cambridge Certificate of Advanced English (CAE): Grade B• Pearson Test of English (Academic): 60 with 51 in each component• IBT TOEFL: 90 with no subtest less than 17
Faculty/Department	Faculty of Business: School of Business
Date of Initial Approval	02 June 2020
Date last reviewed	

1. Programme Outline

The MA is a generalist master's degree, which aims to equip students with a systematic understanding of relevant knowledge of the leadership and management of organisations in both the public and private sectors. It exposes students to a wide range of issues and challenges faced by management as they strive to make organisations successful, sustainable and responsible stakeholders in society. It is practically orientated, providing a grounding in all key aspects required to successfully lead and manage any organisation. Students develop relevant conceptual, analytical, functional, operational and critical thinking capabilities to equip them to confidently address a range of leadership and management responsibilities. They will learn how to apply their learning to their professional experience and to reflect on current practice.

The programme is designed as a one-year full-time or two-year part-time postgraduate degree comprising 180 credits.

2. Programme Aim/s

The main educational aim of this programme is to offer a challenging scheme of study which progresses students' ability to develop academic and practical insights into the subjects of leadership and management. It is intended that students will be encouraged to develop a broad range of transferable skills and technical expertise and, throughout the programme, will apply new learning to their professional experience and reflect on and learn from prior experience.

Specifically, the programme is intended to enable students to:

- Develop a systematic and comprehensive knowledge and understanding of the leadership and management of organisations.
- Reflect and learn from prior experience and practice, and then modify and develop their own management and leadership practices.
- Challenge preconceptions, remove subject and functional boundaries in order to handle complex situations holistically.
- Acquire and analyse data and information, evaluate their relevance and validity, and synthesise a range of information in the context of new situations.
- Evaluate and integrate relevant theory and practice in a wide range of situations.
- Develop a portfolio of personal and professional specific skills including leadership and management; effective communication; and the ability to perform effectively within team environments.
- Develop applied research skills as appropriate to undertaking the capstone project.
- Be socially responsible leaders and managers who are critical thinkers, self-reflective, future thinking with highly developed communication skills and a sustainable mind-set.

3. Programme Learning Outcomes

The MA acknowledges the knowledge and skills components of a Level 7 award. On successful completion of the programme the student will be able to:

<p>A. Knowledge & Understanding</p>	<ul style="list-style-type: none"> • Demonstrate systematic and comprehensive knowledge and understanding of the leadership and management of organisations. • Demonstrate a critical awareness of current issues in leadership and management, as informed by leading edge research and practice in the field. • Collect relevant information across a range of areas pertaining to a current situation, analyse that information and synthesise it into an appropriate form in order to evaluate decision alternatives. • Demonstrate originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge.
<p>B. Intellectual Skills</p>	<ul style="list-style-type: none"> • Continue to advance their knowledge and understanding, and to develop new skills, to a high level and demonstrate the independent learning ability required for continued professional development. • Demonstrate adaptability, and show originality, insight, and critical and reflective abilities which can be applied to problem situations.
<p>C. Practical Skills</p>	<ul style="list-style-type: none"> • Communicate effectively through a range of media. • Work effectively in teams and understand group dynamics. • Demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level. • Demonstrate the ability to make sound decisions and deal with complex issues both systematically and creatively, make sound judgments in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences
<p>D. Affective Skills</p>	<ul style="list-style-type: none"> • Reflect on and learn from prior experience; integrate new knowledge and apply it to new situations; challenge preconceptions arising from prior experience, remove subject and functional boundaries in order to handle complex situations holistically.
<p>E. Transferable Skills</p>	<ul style="list-style-type: none"> • Conduct research into leadership and management issues that requires familiarity with a range of organisational data, research sources and appropriate methodologies, and enable this to inform the overall learning process • Synthesise the key concepts learned throughout the MA and demonstrate their real-world application.

4. Learning, Teaching and Assessment Strategy

The assessment focus throughout is at a level 7 standard. Assessment methods reflect the theoretical and practical approaches of the modules. They require students to demonstrate their ability to evaluate and integrate theory and practice in a wide range of scenarios (both in a case study setting and, where possible, in the workplace) in order to make sound judgements and recommendations. They encourage students to become independent researchers who act autonomously in planning and implementing projects and who are expected to evaluate methodologies and develop critiques of them. They also require students to reflect on their learning journey throughout each of the individual modules.

The assessment methods comprise both formative and summative assessment. The **formative assessment** is designed to assess student's progress and to serve as feedback to both students and lecturers. The

formative assessment methods include prompt feedback on course work, individual and group feedback on participatory exercises, student presentations and case studies, as well as reflective papers. It will thus progress the students' learning and provide an opportunity to feed forward into future summative assessments.

The aim of the **summative assessment** is to determine whether the student has met the relevant module learning outcomes, which in turn contribute to the overall programme learning outcomes. Feedback on summative assessments will be delivered in a timely manner and will assist students to improve in future assessments. Knowledge and understanding is summatively assessed throughout each module through the following methods:

- Problem-solving assignments
- Research-based assignments
- Case study / case analysis
- Individual and group presentations
- Capstone project.
- Reflective journals

5. Programme content and structure

Level 7

Module Code	Module Title	Credits	Semester	Compulsory or Optional
ACC71501	Accounting and Reporting	15	Semester 1	C
MGT71504	Comparative Management	15	Semester 1	C
MGT71501	Managing People	15	Semester 1	C
MKT71501	Marketing Management	15	Semester 1	O
MGT71505	Operations Management	15	Semester 1	O
PUB71501	Public sector elective (on-line)	15	Semester 1	O
MGT71502	Leadership and Managing Change	15	Semester 2	C
MGT71503	Strategic Decision Making	15	Semester 2	C
IST71501	Managing New Technologies	15	Semester 2	C
GBU71501	Business Ethics and Corporate Governance	15	Semester 2	O
LAW71501	Business Law	15	Semester 2	O

PUB71502	Public sector elective (on-line)	15	Semester 2	O
GBU76002	Capstone Project	60	Semester 3	C
TOTAL		180		

Each public sector elective will give students the opportunity to study one on-line unit offered by King's College London, International School for Government and they will also be required to submit a written assignment whereby they will evaluate and reflect on their learning from the individual King's College unit and apply it to their workplace setting.

6. Variation/s to the Academic Regulations: Taught Programmes

None

7. Programme credits and intermediate Awards (exit points)

Award	Credits	Credit level (FHEQ)
Postgraduate Certificate	60 credits	7
Postgraduate Diploma	120 credits	7
Master's Degree	180 credits	7

8. Career and Study Opportunities

The main target audience for the MA are those professionals who wish to enhance their career prospects, as well as recent graduates who have undertaken meaningful placements or work experience. The MA will provide high-level application skills across key aspects of leadership and management as well as the opportunity to apply the learning in a chosen area of interest. It will also benefit those for whom their undergraduate degree was not in a business-related area (e.g. pharmaceutical, engineering, medical and healthcare, education). By providing a comprehensive grounding in leadership and management, it thus paves the way for professionals to attain leadership and management positions within their existing fields.

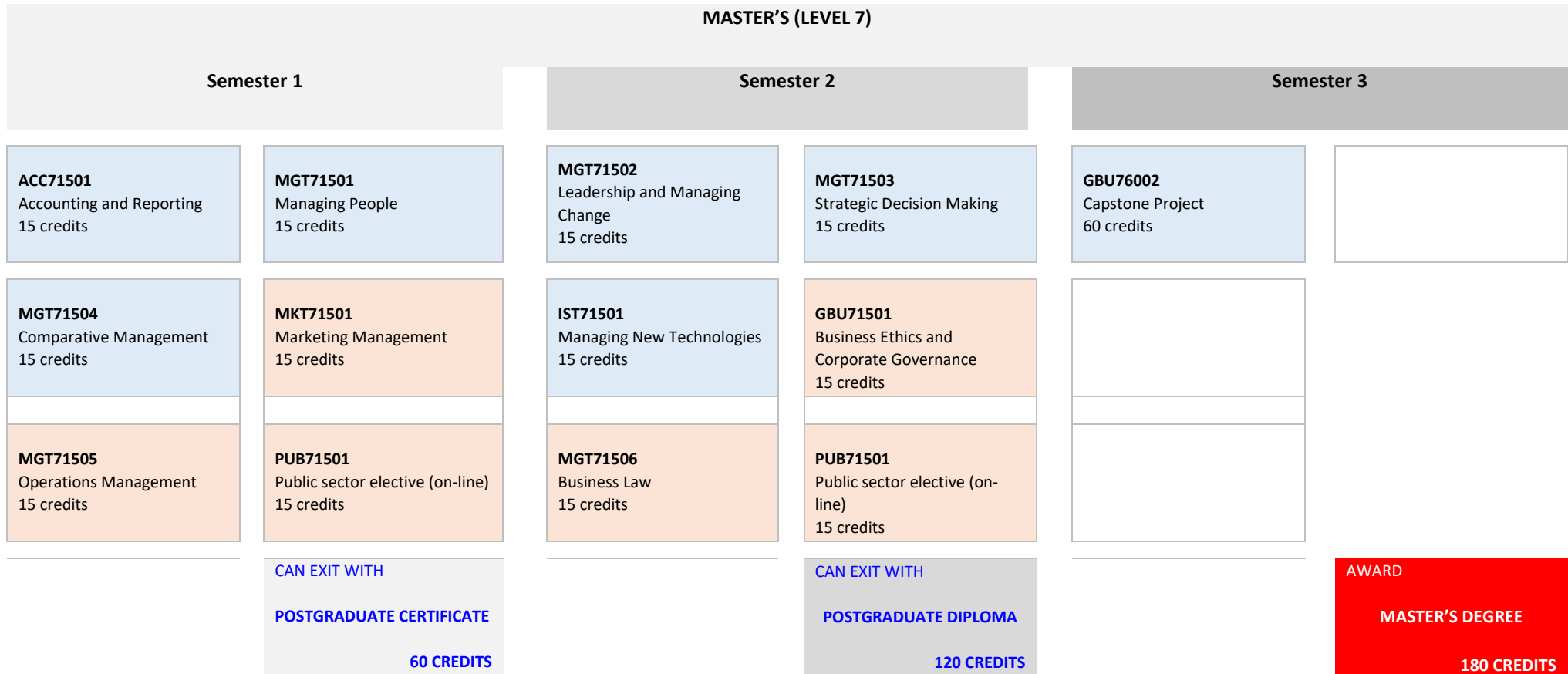
The programme is designed for those seeking to study full-time or part-time.

In addition, the Department of Employment, HM's Government of Gibraltar, has confirmed that international graduates of the MA will be allowed to stay and work in Gibraltar for up to two years following successful completion of their degree.

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1. Programme Map (full-time)



KEY: COMPULSORY MODULE OPTIONAL MODULE

Assessment of Learning Outcomes	CORE MODULES						
Upon completion of the program, students will be able to:	ACC71501	MGT71501	MGT71502	MGT71503	IST71501	MGT71504	GBU76002
KNOWLEDGE AND UNDERSTANDING							
Demonstrate systematic and comprehensive knowledge and understanding of the leadership and management of organisations.		FS	FS	FS		FS	FS
Demonstrate a critical awareness of current issues in leadership and management, as informed by leading edge research and practice in the field.		S	S	S	S	S	S
Collect relevant information across a range of areas pertaining to a current situation, analyse that information and synthesise it into an appropriate form in order to evaluate decision alternatives.	S	S	S	S	S	S	S
Demonstrate originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge.	FS		FS	FS		FS	FS
INTELLECTUAL SKILLS							
Continue to advance their knowledge and understanding, and to develop new skills, to a high level and demonstrate the independent learning ability required for continued professional development.	FS	FS	FS	FS	FS	FS	FS
Demonstrate adaptability, and show originality, insight, and critical and reflective abilities that can be applied to problem situations.	S	S	S	S	S	S	S
PRACTICAL SKILLS							
Communicate effectively through a range of media.	FS	FS	FS	FS	FS	FS	FS
Work effectively in teams and understand group dynamics.		FS	FS	FS	FS	FS	FS

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Upon completion of the program, students will be able to:

	ACC71501	MGT71501	MGT71502	MGT71503	IST71501	MGT71504	GBU76002
Demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level.		FS	FS		FS	FS	FS
Demonstrate the ability to make sound decisions and deal with complex issues both systematically and creatively, make sound judgments in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences	FS	FS	FS	FS	FS	FS	FS
AFFECTIVE SKILLS							
Reflect on and learn from prior experience; integrate new knowledge and apply it to new situations; challenge preconceptions arising from prior experience, remove subject and functional boundaries in order to handle complex situations holistically.	FS	FS	FS	FS	FS	FS	FS
TRANSFERABLE SKILLS							
Conduct research into business and management issues that requires familiarity with a range of organisational data, research sources and appropriate methodologies, and enable this to inform the overall learning process.	S		S			S	S
Synthesise the key concepts learned throughout the MA and demonstrate their real-world application.							S

KEY **F** = Formative assessment **S** = Summative assessment **FS** = Formative AND Summative assessment