

Senior Leader Master's Degree Apprenticeship

(including MA Business and Management)

Published August 2020. Information correct and up to date at time of publication. This handbook contains general information and students should refer to the Pearson College website for further information including full details of all College policies, processes and regulations, which may be updated in the course of the academic year. If you would like to provide any feedback on this handbook, please contact our Quality Assurance Officer on: brislav.kotoc@pearson.com.

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1. Introduction

Welcome from the Dean of Pearson Business School

Welcome to Pearson Business School!

This handbook is designed to give you a good understanding of your programme and the support available to you during your studies. It's also here to help you understand the key regulations and policies that will impact on your learning experience here.

You will find that this programme has been designed to help you develop the skills and knowledge required for a career in senior leadership in an increasingly digital world. This Masters programme is underpinned by academic rigour and professional currency designed to enable you to develop a premium in the workplace. I'm sure I do not need to tell you that it will be hard work, particularly for those of you who are managing your day job on top!

A Masters qualification by definition requires you to proactively manage your own study. Our role here, we believe, is to support and guide you with timely information, expert tutors who will facilitate your learning, and a wide range of learning resources to support your work.

I would urge you to make the most of the opportunities we provide through the programme for you to build your personal network with fellow students, mentors, tutors, professional bodies and others who are affiliated with Pearson Business School. We are a relatively small, boutique business school and all of us are here to make sure you get as much as possibly can out of the programme.

We hope that you will become active members of the PBS community and I am looking forward to working with you all during your studies here.

Will Holt
Dean of Pearson Business School
Will.holt@pearson.com



Your SLMDA programme team

<p>Nathalie Peach – Director of Work Integrated Learning Nathalie.peach@pearson.com</p>  <p>Nathalie can help you with:</p> <ul style="list-style-type: none">- Apprenticeship queries- Off the job training- Work-based mentoring- End Point Assessment training- CMI queries	<p>Laura Marshall - Masters in Business Management Programme Leader Laura.Marshall@pearsoncollege.com</p>  <p>Laura can help you with:</p> <ul style="list-style-type: none">- Academic queries- Pastoral support- Work-based mentoring- Research assistance
<p>Alphonse de Kluyver – Head of Assessments Alphonse.dekluyver@pearson.com</p>  <p>Alphonse can help you with:</p> <ul style="list-style-type: none">- Assessment queries- Extension requests- Extenuating circumstances	<p>Blayne Cooper – Degree Apprenticeship Mentor blayne.cooper@pearsoncollegelondon.ac.uk</p>  <p>Blayne can help you with:</p> <ul style="list-style-type: none">- Pastoral support- Work-based mentoring- SLMDA Portfolio- End Point Assessment training and queries
<p>Our website: pearsoncollegelondon.ac.uk</p> <p>Our contact number: 0203 9184365</p>	<p>Student Experience Team: studentexperiencepbs@pearsoncollege.com</p> <p>StudentServices: student.services@pearson.com</p> <p>IT Support support@pearsoncollege.com</p>

What is an apprenticeship?

An apprenticeship allows you to combine work and study under a mechanism that currently allows employers to fund the costs of your training away from the workplace. There are some crucial features of any apprenticeship, including the SLMDA which are:

- At least 20% of your normal working hours must be spent on off-the-job training. In the case of the SLMDA programme the majority of this time will be spent on completing the MA Business & Management programme.
- Apprentices should meet with their line manager or workplace mentor and their academic mentor at least once every 3 months.
- Your employment contract will be amended to reflect the fact that you are an apprentice.
- A full list of apprenticeship requirements can be accessed at <https://www.gov.uk/take-on-an-apprentice>.

The Senior Leader Master's Degree Apprenticeship (SLMDA)

The Senior Leader Master's Degree Apprenticeship (SLMDA) is a Trailblazer Apprenticeship that has been developed by a group of employers led by Serco, in liaison with the Chartered Management Institute (CMI).

The successful completion of the SLMDA through Pearson College London leads to:

- The award of our MA Business and Management; and
- Eligibility for either Chartered Membership or Fellowship (depending on your previous professional experience) from the CMI. ^[1]_[SEP]

The SLMDA is a Master's level degree apprenticeship that is pitched at Level 7 and is based upon the published standard that sets out key management knowledge, skills and behaviours employers would expect at the end of the apprenticeship programme.

The SLMDA Standard can be found on the Chartered Management Institute's website <http://www.managers.org.uk/> under:

Apprenticeships > Senior Leader Master's Degree Apprenticeship (Level 7) > SLMDA Standard

Covid-19 arrangements

Measures are in place to keep students and staff safe as a result of the Covid-19 outbreak. Although we are very pleased that our campus is open under controlled conditions, it remains the case that government guidelines and other regulatory expectations change frequently.

All the plans are based on what is permitted by government guidelines as of today and may be subject to change. If this is the case, we will be in touch. Please ensure that you frequently check both the Online Learning Environment and your student email account for these communications.

SLMDA Assessment Plan

The assessment strategy for the apprenticeship includes On-Programme and End Point Assessment that will essentially assess the fulfilment of the knowledge, skills and behaviours requirements set out in the CMDA Standard.

On-Programme Assessment

The on-programme assessment of performance against the Standard is carried out through:

- Quarterly formal annual reviews of progress with employer and Pearson College London
- Completing a portfolio that provides evidence of the requisite knowledge, skills and behaviours as set out in the standard through work-based activities and academic learning. This is completed throughout the apprenticeship using our OneFile platform.
- Carrying out a work-based project towards the end of the programme –this will be covered through the assessment for the final module of the MA Business and Management ie. Adding Organisational Value 2.

Gateway to the End Point Assessment

A gateway process is used to confirm to the Chartered Management Institute (the assessors of the SLMDA) that you have met the pre-requisite requirements to attempt the End Point Assessment. For the SLMDA this is:

Gateway requirement	Evidence required by CMI
- Successful completion of the MA Business and Management	- Written confirmation from PBS on behalf of University of Kent that you have completed the MA Business and Management.
- Completed portfolio	- Onefile signed off as completed by Trevor Lovett (PBS End Point Assessment Delivery and Quality Lead) and submitted to CMI.
- Completed work-based project	- Completed project reviewed by Programme Leader and uploaded onto OneFile
- Evidence of English & Maths at level 2	- Student Services have documentary evidence that you have a level 2 qualification (e.g. a GCSE) in Maths and English.
- Your employer agrees that you have met the level of the standard	- Email confirmation from your line manager or workplace mentor.

End Point Assessment

Following the successful completion of the Gateway, the final synoptic End Point Assessment (EPA) takes place that is made up of a number of elements and is assessed by a panel of assessors including:

- An independent assessor (Chair)
- A representative from Pearson College London who cannot be a tutor.
- A representative from the employer organisation.

The EPA is specifically made up of the following:

EPA Assessment element	Weighting
Project showcase, based on work-based project; including report, presentation and questioning	50%
Professional Discussion, based on review of portfolio of evidence	50%

Before you sit these end point assessments with you panel you will receive preparation training from the Pearson College through mentoring, workshops and mock assessments at the end of your SLMDA programme.

The SLMDA Assessment Plan can be found on the Chartered Management Institute's website <http://www.managers.org.uk/> under:

Apprenticeships > Senior Leader Master's Degree Apprenticeship (Level 7) > SLMDA Assessment Plan

Individual Learning Plan

The Individual Learning Plan (ILP) is an important tool and resource to guide and integrate your on-the-job and off-the-job learning. It will help you to reflect on the work and learning you have undertaken and to set goals and targets and to record progress. It will also help you to keep a record of your various work-based learning projects.

The ILP is not submitted to the CMI as part of your SLMDA assessment. However it can be inspected for the purposes of audit and quality assurance by Pearson College staff and by external agencies, including the Education and Skills Funding Agency (the government Agency which funds and monitors apprenticeships).

Crucially it is your and our main record of your 20% off the job training which will include:

- Study for the MA Business and Management
- Training through your employer e.g. conferences, internal courses

Your personal tutor will review your progress in completing your ILP, usually on a quarterly basis when you meet with them and your line manager.

E-Portfolio

You will be introduced to your e-portfolio during the first year of your programme. This is a tool for assembling evidence that you have met all the outcomes for knowledge, skills and behaviours which are required in the Apprenticeship Standard for the SLMDA. It will also be used to assess your work for the award of Chartered Manager and for the End Point Assessment.

Pearson College London uses an industry leading electronic portfolio system called One File that will allow you to develop the portfolio required online. You will be able to collate a range of evidence such as logs, interviews, reports and videos against the specific categorical requirements of the SLMDA standard. The system will also allow your employer and the academic mentor to consistently monitor and review the development of the portfolio, send online feedback, set deadlines and schedule review meetings. You will have scheduled workshops for developing the SLMDA e-portfolio and to receive guidance and feedback from your personal tutor.

Your personal tutor will review your progress in completing your e-portfolio, usually on a quarterly basis when you meet with them and your line manager.

Mentors

At programme commencement, you will be allocated a personal tutors/apprentice mentor from PBS and a Company Mentor, who may be your line manager, who will work together to monitor your progress throughout the programme and provide you with advice and support.

The identity of your Personal Tutor/Apprentice Mentor and Company Mentor is set out in the Commitment Statement which you sign at the start of the programme. Your Personal Tutor will conduct a termly appraisal with you based on your performance in all course units currently being studied, as gauged through your own self-reflection, feedback from relevant tutors, your performance in formative and summative assessments and feedback and information from your Company Mentor.

Your Company Mentor is appointed by your employer and, if not your line manager, will work with your line manager to monitor your progress and ensure that you are provided with suitable opportunities for learning within the workplace. The Company Mentor will liaise with you and your Personal Tutor/Apprentice Mentor to agree the subject matter of your work-based projects and oversee the development of your portfolio.

Your Personal Tutor is also available for general pastoral guidance and advice. They are contactable during office hours. They are not allowed to offer counselling on issues of a personal or psychological nature, but can refer you to the appropriate person or department within the College or at your teaching centre. In each module, you will be allocated a tutor whom you can approach for advice and guidance on your academic progress in that particular module at any point of the relevant term. Tutors will be available in person at relevant contact sessions and online during office hours.

Each module tutor will keep a close eye on your performance as the relevant term progresses. If they consider that your performance in contact sessions is below the level required to successfully complete the module, they will call a meeting to discuss this with you. If they deem that the level of performance is particularly concerning, they may invite your Personal Tutor and/or the Programme Leader to that meeting.

Please note that Personal Tutors/Apprentice Mentors are sometimes referred to as Academic Mentors.

The MA Business and Management (MBM)

Our Validating Partner

The programme is validated by the University of Kent, which means that your Master's degree will be delivered by Pearson Business School (part of Pearson College London and the Pearson PLC group) but you will graduate with a degree from the University of Kent.

Known as the UK's European University, the University of Kent is ranked 23rd in The Guardian University Guide 2017, it is also ranked 17th in the UK for research intensity out of 122 multi-faculty universities in the Research Excellence Framework (REF) and has the fifth equal highest score for overall student satisfaction in the National Student Survey (NSS) 2015, out of 115 multi-faculty institutions. It has also been voted one of the top five universities for teaching in the UK, according to the Times Higher Education (THE).

Further information on University of Kent's policies and regulations can be found on the Pearson College London website:

Go to: Students > Policies > University of Kent Regulations.

Our Teaching Staff

You will be taught by tutors who have not only teaching expertise but also significant professional experience. Many have worked for sector leading organisations. They have a vast amount of knowledge and experience of working with companies of all sizes and across a variety of industries, and will share these experiences with you throughout the programme to bring the content to life.

Further details of our teaching staff can be found on both the OLE, our online learning environment, and the Pearson College London website:

Go to: Pearson Business School > Meet your tutors.

Our Online Learning Environment (OLE)

In this handbook you will see numerous references to our Blackboard Online Learning Environment (OLE). This is our comprehensive learning platform where you will find all the key information and learning resources, including lecture slides and access to our extensive online library, needed for your course.

You will receive a personal OLE account and a Pearson College London email address usually within 5 working days of completing your enrolment for the programme. You will receive login details for OLE by email to your Pearson College London email address.

Additionally, there is a variety of information available to you in the 'Getting Started' area on the OLE, which you can find under the Organisations tab. Take an early opportunity to familiarise yourself with this – it contains a wealth of resources that you will find useful.

2. All about your Programme

The main aim of the programme is to enable you to become more highly specialised in strategic thinking and leadership in a digital environment. Through a combination of taught and independent learning, you will undertake research projects which will benefit either your own employer or another organisation.

The programme develops the following themes:

- Authentic leadership through workplace practice
- Strategic leadership
- Financial fluency and risk-based management
- Agility
- Authentic (real world) learning and application

Programme Structure

In common with most Master's programmes, your degree is made up of 180 credits and is divided into a number of modules, each of which itself represents a portion of the total credits. Each module is a self-contained unit of study which has a number of learning outcomes that you must achieve which will help you progress in your studies. We measure whether you've met these learning outcomes by setting you one or more assessments. Each of your modules on this programme comprises 30 credits and they are all compulsory.

You will start the programme by studying BM7009 Adding Organisational Value 1: Techniques. During the next phase of the programme, you will study four further 30 credit modules, which can be taken in any order:

BM7011 Contemporary Strategy
BM7014 Purposeful Leadership and Management
BM7012 Finance Technology and Risk Management
BM7013 Change Management and Digital Transformation

Your programme then concludes with BM7010 Adding Organisational Value 2: Major Workplace Project.

For further information please see the module specifications on the Pearson College London website: Go to: Students > Current Students > Module Specifications

You will then be able to search for the relevant modules in each of the different levels under the University of Kent section.

Participation

This is, quite simply, vital to this programme.

You should prepare to participate in all modules of the MA Business Management programme. These have been designed to be highly interactive and therefore it is key that you actively engage and participate in discussions and activities. You will be

How are you taught?

The course has been designed to ensure that you are provided with the knowledge, skills and experience to work as a business professional and is delivered in the most appropriate and applicable way to achieve this. The majority of modules are taught in a block of teaching days, with a work-based project sandwiched in between.

During the teaching days you will attend tutor-led classes which will include problem-based learning scenarios, debates, discussion, case studies, exercises and collaborative working supported by online resources. The mentored workplace projects will facilitate independent learning and application of knowledge, supported by online resources. They will then be followed by tutor-led reflective seminars, based upon your projects.

There is a large focus on practical, experiential and collaborative learning on each module of this programme.

Learning slides, recorded lectures, class preparation information and notes, reading lists and lots of other resources are provided on the OLE.

Academic Writing

In your written work, you will be required to appropriately cite all sources to which you make reference. Being able to produce a full bibliography/reference list demonstrates the range of published books, journal articles, research papers and internet sites that you have researched to help support your arguments.

You will receive ongoing support on how to research, how to reference correctly and how to plan an academic piece of work, whether that be an essay, a report or the answer to a problem question.

Guidance on referencing and academic writing can be found in the Study Skills area of Library Services on the Student Portal.

Reading Lists

Recommended reading for each module is detailed on the OLE. The majority of recommended reading will be available in an electronic format, which can be read online or downloaded to devices for offline reading.

Attendance

As part of your studies, you are expected to:

- Attend taught classes and participate appropriately.
- Take part in all scheduled online activities outside the taught classes.
- Undertake all assessments by the deadlines.
- Attend all meetings and other activities that SLMDA apprentices are required to attend eg. quarterly meetings with your line manager and PBS tutor.

If you are unable to attend a class or activity, you should complete the necessary forms (for details see the College Handbook). The College will monitor your attendance, participation and progress throughout the programme in order to offer you the appropriate academic and pastoral support necessary.

Please note that you should be booking holidays in between terms (when no classes are taking place) and outside assessment periods. Holidays booked when teaching/assessment are taking place will be considered as unauthorized. We invite you to refer to the holiday weeks, which are clearly marked on the academic calendar on our website. If you have already pre-booked holidays, please contact Students Services immediately.

For further information on our attendance policy, please refer to the Pearson College London website: Go to: Students > Policies > Pearson College Attendance Policy and Procedure.

4. Assessments

Where can you find information about your module assessments?

Information on assessments for each of the modules that you will undertake as part of the MA Business Management programme can be found under the Assessment section of each module on the OLE.

This will include detailed information about the nature of the assignment, alongside the assessment task itself. Further information on submitting assignments is also included within this section.

For further information about assessment rules and regulations, penalties for late submission, and guidance for students with additional learning needs, please consult the College Handbook, visit the Pearson College London website under Policies and Regulations or contact Student Services.

How is your programme structured?

Each module is worth 30 credits.

1. ADDING ORGANISATION VALUE 1

Assessment details:

- 4,500-word report (85% of overall mark)
- Individual Pecha Kucha in class preparation of findings of project (15% of overall mark)

3. PURPOSEFUL LEADERSHIP & MANAGEMENT

Assessment details:

- 10 minute in class presentation based on work-based project (30% of overall mark)
- 3,500 word written organisational stakeholder analysis and personal development plan (70% of overall mark)

5. CHANGE MANAGEMENT & DIGITAL TRANSFORMATION

Assessment details:

- 15 minute in class group presentation (25% of overall grade)
- 5 minute in class individual presentation (15% of overall grade)
- 3,000 word individual report (60% of overall grade)

2. CONTEMPORARY STRATEGY

Assessment details:

- 8 minutes in class presentation (25% of overall mark)
- 15 minute in class group presentation (25% of overall mark)
- 2,500-word strategic review assignment (50% of overall mark)

4. FINANCE, RISK & TECHNOLOGY

Assessment details:

- 10 minute in class presentation based on work-based project (30% of overall mark)
- 2,500-word report (50% of overall mark)
- PowerPoint slide deck (20% of overall mark)

6. ADDING ORGANISATIONAL VALUE 2 (WORK-BASED PROJECT)

Assessment details:

- 4,500-word report (85% of overall mark)
- Individual Pecha Kucha in class preparation of findings of project (15% of overall mark)

The methods employed are:

- Group presentations
- Individual presentations featuring peer assessment.
- Coursework assessment
- Portfolio assessment (including learning logs)
- Practice-related coursework relating to the work-based projects.

Using a multi-dimensional approach is beneficial as it assesses both oral and written communication skills, alongside your capacity to work in a team and individually under pressure. Therefore a combination of assessments will normally be adopted for each of the modules.

Coursework

Assessments for certain modules may also take the form of work produced in non-time pressured conditions. Details on the coursework assignment can be found for each of the relevant modules on the OLE. Tutors will also provide additional information and support to students during the completion period of this assessment.

*Please note that it may take up to 1 hour to upload your coursework onto TurnItIn at busy times. It is important to ensure that your coursework has been uploaded **before** the coursework submission deadline. Late submissions may be penalised as per our assessment policy.*

Group Assessments

In order to give you the chance to develop higher level team working, collaborative and leadership skills you will be assessed by time pressured group work for some modules. For each of the modules where a group assessment is part of the assessment criteria, you will receive regular feedback and improvement suggestions on your performance in contact sessions.

Word Count Regulations

The word count will include everything in the body of the text, such as quotations, citations, footnotes and subheadings. It does not include the coursework title, bibliography, references, appendices or other supplementary material, which does not form an essential part of the text. Footnotes encompasses additional explanatory text included at the bottom of a page to amplify specific sections of text in the main body of the work. References indicates the systematic referencing of the sources used by the text author, according to the Harvard system. Unless stated otherwise, there is an allowance of 10% deviation over the stated maximum word count.

Please carefully ensure that you comply with the above word count regulations. Keeping within the word limit is part of the marking criteria and an excessive word count beyond the allowed 10% over the limit may be taken into account in marking your work.

Marking criteria

All of your coursework and presentations will be marked and graded using the University of Kent marking criteria. To pass the module assessment you will need to demonstrate that you have addressed each learning outcome in the module. You can view the learning outcomes of a module by viewing the module specification. To access these:

On the website go to: Students > Current Students > Module Specifications.

Your grade for each assessment will then be determined by the University of Kent marking criteria. When you receive feedback from tutors and markers it will be given in the context of this document. You can access the University of Kent marking criteria in:

On OLE go to: Communities > Business School > Marking Criteria.

Feedback

Throughout the programme, you will be provided with relevant, timely and detailed feedback from your module tutors on your academic progress and achievement to help you progress and enhance the quality of your work. The full Formative Feedback Policy is available on the OLE in the Business School Community pages.

Any questions or issues surrounding formative feedback should be directed to your module tutors or to Alphonse de Kluyver, Head of Assessments at Pearson Business School on:

alphonse.dekluyver@pearson.com

5. Timetable

Your timetable will be available for you to view on the timetable portal. When you join, you will be sent information as to how to access this.

We will always aim for the block teaching to start on Monday (for example, Adding Organisational Value would run Mon-Thurs, Purposeful Leadership and Management Mon-Wed and Mon-Tues), however there might be circumstances, such as bank holidays, where this won't be possible. Should this happen, we will be able to tell you the teaching days at least two months in advance.

6. Conclusion

Good Luck!

We sincerely hope that you enjoy this programme. If you have any questions or if you need support or help there are lots of people on hand. Whether you are a SLMDA apprentice or not this programme will be challenging but, we hope, very rewarding!