Programme Specification
MA Leading Innovation and Change

School: York Business School
Entry in: September 2017 & January 2018
Awarding Institution: York St John University
Teaching Institution: York St John University
Delivery Location: York St John University
Programme/s Accredited by: Not applicable
Exit Awards: Postgraduate Certificate Leading Innovation and Change
Postgraduate Diploma Leading Innovation and Change
UCAS Code / GTTR / Other: Not applicable
Joint Honours Combinations: Not applicable
QAA Benchmark Group(s): Master’s Level: Business and Management
Mode/s of Study: Full-time for 1 year
Part-time for normally 3 years
Language of Study: English

Introduction and Special Features

The York St John Masters in Leading Innovation and Change will be of interest to you if you are a career professional who wishes to develop your skills in leading innovation and change, or you are currently supporting innovation and change in the work place or in the community.

The overall aim of the programme is to enable you to develop your critical understanding of the issues relating to leading innovation and change, so that you may enhance your leadership skills to develop sustainable individual and organisational potential. In pursuit of this aim, the programme brings together relevant contemporary academic theory and research with practical understanding of activities within organisations.

The programme provides opportunities for you to work with other leaders and potential leaders of innovation and change. You will explore issues that have significant impact within organisations by working with others and building on both their experiences and your own. This will be developed by enabling you to share knowledge, relate this to theories developed from relevant research, and learning by practical application.

Much of the learning is developed through the establishment of collaborative learning communities of programme participants and tutors – and you will become part of that community of learning. Your understanding is developed around the key processes of innovation and change, and the challenges of how to introduce and sustain them. Solutions to real problems are suggested, discussed and analysed within the learning community with the support of tutors and fellow professionals.
The programme is international in its design and engages with themes on an international basis. Many different cultural contexts are utilised to help provide the setting for discussions. The distance learning programme provides opportunities to grow global networks both virtually and also through the residential activity that creates an environment for cross cultural peer to peer learning.

On completion of the programme, you will be able to critically evaluate a range of theories and models relating to organisations, leadership, innovation and change, and apply these to real life situations in order to inform your decision making. The network that you will develop over the duration of the programme often continues to be a supportive and strong community of practice.

The programme has two different delivery formats for you to choose from. You can join the programme at York St John University (YSJU) campus which is taught via a mixture of delivery approaches such as on-site lectures and video lectures, small group debates, and plenary sessions. This is suitable for you if you are able to attend the campus for your classes.

Alternatively, you can join the programme through an on-line delivery format with most of the learning taking place on-line.

Whether you choose to join the programme at YSJU Campus, or the on-line programme, you must attend a 5 day residential in York as part of the Dissertation module. This is an excellent opportunity to network with fellow professionals, share learning and understanding, and build global relationships, alongside learning about how to conduct academic research to support you in the completion of the dissertation.

Special Features:
- Flexible approach to enable you to make the best use of your time.
- On-line lectures, particularly tailored to the help you develop your critical thinking and innovative leadership skills.
- Opportunity to work with a range of experienced professionals, both as tutors and peers.
- Provides a supportive platform for critical reflection, through the application of academic theories to your real work situations.
- Potential to learn from other professionals participating in the programme.
- Participation in active and supportive forums drawing on practical expertise.
- Chance to network with other professionals in a one week residential in York.

Admissions Criteria

In addition to the University’s general entry criteria for postgraduate study, you would normally have:
- a bachelor’s degree or equivalent, achieved at Class 2.2 or above, from an approved University or Institution;

and
- current or recent work experience appropriate to enable you to contribute to the programme;

or
- extensive work experience appropriate to enable you to contribute to the programme.

This should be demonstrated via the application form and supporting Curriculum Vitae which includes a personal statement. For applicants without a first degree (and on some occasions, even when in possession of a first degree), applicants will be interviewed.
If you do not have traditional qualifications, you may still be eligible for entry. Please follow the link for information on entry to the programme without a degree (or equivalent) qualification: Accredited Prior (Experiential) Learning (APL/APEL).

We also consider applications for entry with advanced standing. You may be required to write an essay on a topic selected by the University and be interviewed by the Head of Programme or their representative. Applications will be considered on a case by case basis and evidence of significant and relevant current or recent work experience should be demonstrated via the application form and Curriculum Vitae.

YSJU in exceptional cases reserve the right to interview applicants directly to help clarify their eligibility, as appropriate. When this is the case, interviews would normally be conducted virtually.

If your first language is not English, you will:

EITHER: Need to take an IELTS test or an equivalent qualification accepted by the University (see https://www.yorksj.ac.uk/international/how-to-apply/english-language-requirements/).

OR: If you work in an English speaking environment on a daily basis then evidence of this will normally be sufficient to demonstrate competence. This will be tested via the application form, interview and/or reference letter.

Programme Aims

The overall aim of the programme is to develop participants’ critical understanding of the issues relating to leading innovation and change, so that you may develop your own leadership skills, and develop both your individual and organisational potential. You will be supported as you:

- develop critical awareness and understanding of the key concepts of leadership, innovation and change, organisational strategy, and national and organisational culture;
- develop the ability to connect theory with practice in creative and innovative ways and reflect upon the learning involved as well as the outcomes;
- develop critical awareness and understanding of the impact that leadership, strategy and culture can have on innovation and change processes within organisations;
- develop and enhance life-long learning skills and personal development in order to work with self-direction and originality.

Programme Learning Outcomes

Level M / FHEQ L7

On successful completion of the Postgraduate Certificate and Postgraduate Diploma, you will have shown evidence of being able to:

Knowledge and Understanding

- develop systematic, integrated and critically aware understanding of processes of leadership, innovation and change in organisations;
• develop critical awareness of current issues relating to leadership, innovation and change, informed by leading edge research and practice;
• acquire a deep knowledge and critical understanding of theories of leadership, ethics, sustainability, strategy, culture, innovation and change in organisations;

Cognitive and Thinking Skills
• evaluate and integrate theory and practice in a wide range of situations;
• make critical and creative use of information in order to solve problems related to responsible leadership, and sustainable innovation and change, and identify and evaluate options for action;
• demonstrate the effective synthesis and analysis of information and knowledge in order to extract meaning and understanding of practical challenges;

Practical/Professional Skills
• be adaptable and show originality, insight, and critical and reflective abilities that all can be brought to bear upon problem situations;
• judge complex issues systematically and creatively, with the ability to develop sound analyses whilst dealing with incomplete data;
• make decisions and communicate them in complex and unpredictable organisational contexts;

Key Transferable Skills
• use and share knowledge and information effectively to articulate key concepts;
• apply technological skills and research strategies in effective decision-making;
• learn independently in a way that ensures continuing professional development;
• develop academic writing skills to share understanding and new ideas.

In addition, on successful completion of the Master's programme, participants will have provided evidence of being able to:
• demonstrate an advanced understanding of concepts, information and techniques informed by knowledge at the forefront of the study of leadership, ethics, sustainability, innovation and change;
• exhibit in-depth, critical, specialist knowledge and mastery of techniques sufficient to allow detailed investigation into issues related to leadership, innovation and change;
• design, conduct, analyse and disseminate an extended independent piece of research relevant to leadership and/or innovation/change from inception to completion.
### Programme Structure

#### Full-time distance learning delivery (1 year)

<table>
<thead>
<tr>
<th>Code</th>
<th>Term</th>
<th>Module order</th>
<th>Title</th>
<th>Credits</th>
<th>Status of Module*</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOD300</td>
<td>1</td>
<td>1</td>
<td>The Essence of Leadership</td>
<td>30</td>
<td>C</td>
</tr>
<tr>
<td>MOD301</td>
<td>1</td>
<td>1</td>
<td>Leading Innovation and Change</td>
<td>30</td>
<td>C</td>
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<tr>
<td>MOD302</td>
<td>2</td>
<td>2</td>
<td>Culture, Leadership, Innovation and Change</td>
<td>30</td>
<td>C</td>
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<tr>
<td>MOD303</td>
<td>2</td>
<td>2</td>
<td>Strategy and Leadership</td>
<td>30</td>
<td>C</td>
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<tr>
<td>MOD304</td>
<td>3</td>
<td>3</td>
<td>Dissertation (includes a 5 day residential)</td>
<td>60</td>
<td>C</td>
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</tbody>
</table>

*C: Compulsory, CP: Compulsory for progression to the next level, CA: Compulsory for award, O: option or E: elective.

#### Part-time example for YSJU blended delivery and distance learning delivery (typically 3 years)

<table>
<thead>
<tr>
<th>Code</th>
<th>Term (Year)</th>
<th>Module order (September start)</th>
<th>Module order (January start)</th>
<th>Title</th>
<th>Credits</th>
<th>Status of Module*</th>
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<tbody>
<tr>
<td>MOD300</td>
<td>1 (year 1)</td>
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<td>The Essence of Leadership</td>
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<td>C</td>
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<tr>
<td>MOD301</td>
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<td>Leading Innovation and Change</td>
<td>30</td>
<td>C</td>
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<tr>
<td>MOD302</td>
<td>1 (year 2)</td>
<td>3</td>
<td>4</td>
<td>Culture, Leadership, Innovation and Change</td>
<td>30</td>
<td>C</td>
</tr>
<tr>
<td>MOD303</td>
<td>2 (year 2)</td>
<td>4</td>
<td>3</td>
<td>Strategy and Leadership</td>
<td>30</td>
<td>C</td>
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<tr>
<td>MOD304</td>
<td>1,2,3 (year 3)</td>
<td>5</td>
<td>5</td>
<td>Dissertation (includes a 5 day residential)</td>
<td>60</td>
<td>C</td>
</tr>
</tbody>
</table>

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### Teaching, Learning and Assessment

The programme is designed to meet the needs of professional participants with appropriate current or recent work experience who wish to add an understanding of theory-based understanding to the knowledge they have gained through experience.

The programme delivery is based on principles of adult learning - recognising that participants are likely to bring a large amount of experience and knowledge to the group, and can share this with each other. The style of the programme is participative, and resources for learning explicitly include the knowledge, experience and skills of all participants and staff.

You may not have been engaged in formal education for some time, and may never have studied social sciences at postgraduate level: support with study skills, conventions of academic analysis and writing will be available for you from the first module, and will continue throughout the programme.

A key part of the philosophy of the programme is that by bringing together relevant academic theory (about leadership, innovation and change, organisations etc.) and practical experience, you can enhance your deep understanding of these elements, and develop yourself as an individual and as a leader.
YSJU Delivery:

If you choose to study at YSJU campus, the meetings on campus involve discussion and debate with reference to theory and to the experiences that you and other participants bring to the group. This enables the learning community to grow over time. There are times of private study, reading and viewing video lectures between the meetings, where you are encouraged to reflect on your own practice in the light of your learning.

Distance Learning Delivery:

If you choose to study via distance learning then video lectures and associated learning materials are used as a foundation for discussion in on-line forums. This is a dynamic area with wide ranging discussions. Sometimes this is tutor-led and sometimes participant-led, with the oversight of the tutor. As in the classroom, some participants learn best through energetic engagement in debate, while others best through occasional contribution and personal reflection. Everyone has their own learning style and it is one of the strengths of on-line provision that each person can learn in the way that is most appropriate for them.

Progression and Graduation Requirements

The University’s general regulations for postgraduate awards apply to this programme.

Any modules that must be passed for progression or for the full award of the MA Leading Innovation and Change are indicated in the Programme Structure section.

MA Leading Innovation and Change - The University regulations for MA awards shall apply.

Internal and External Reference Points

This programme specification was formulated with reference to:

- University Mission Statement [see page two]
- Strategic Plan 2015-20 [see page four]
- QAA subject benchmark statement
- Framework for Higher Education Qualifications
- York St John University “General Regulations for Postgraduate Awards”
- QAA Master’s degree characteristics (March 2010)

Further Information

Further information on the programme of study may be obtained from:

- Admissions entry profile (Admissions)
- Programme validation document (Registry – Academic Quality Support)
- Regulations (Registry – Academic Quality Support)
- Student programme handbook (school)
- Module handbooks (school)

Date written / revised: 16/03/2015