



EMPLOYERS GUIDE MSC IN STRATEGIC LEADERSHIP 2022-2025

School of Business and Economics

lboro.ac.uk/sbe



Loughborough
University



PROMOTING DIVERSITY OF THOUGHT

If we have learned nothing else over the past few years though Brexit and then Covid-19, it has been all too clear that leaders across the mutual sector need to be able to navigate ambiguity and uncertainty, whatever the cause.

This is one of the many skills that the Loughborough MSc helps to foster, building the capability of the individual to both their own benefit and to the advantage of their organisation.

Since this programme first started in 2015, 105 students have joined the MSc and 69 have already graduated after three years of hard but rewarding study. Across the 30 BSA members – and from the 2021 intake, three AFM members – who have seen this programme as a valuable part of their leadership development programmes, their students have also gained a valuable extra: a lasting network of mutual colleagues. The Alumni group is really starting to build momentum, with the promise of what could become an ongoing exposure to new ideas, technology and experience.

The programme has never stood still, although we have always maintained as a core element what one of the founding Advisory Board members described as the ‘mutual raspberry ripple’. Having an Advisory Board which includes the BSA, a number of large, medium and smaller

BSA members, plus more recently AFM, has ensured that the programme continues to meet the needs of students and employers within the MSc and apprenticeship framework.

From the fourth student intake employers have had the choice of their students following an apprenticeship, with its clear financial advantage for levy and non-levy payers alike; or the standard route approach which will continue to run in parallel for this seventh cohort.

The programme will continue to evolve, and this cohort will have the benefit of a mix of bespoke modules, and exposure to a breadth of students from many different sectors – an excellent way of helping to promote a diversity of thought and ideas. We commend the programme to you.



**Robin Fieth, CEO Building Societies Association
and Martin Shaw, CEO, Association of Financial Mutuals**

DEVELOPING LEADERS FOR FINANCIAL MUTUALS

To perform well, all organisations rely on talented and well-informed executives at all levels capable of making good decisions, sometimes in challenging circumstances.

With the ever-increasing pace of change it is essential that firms and individual employees have the management and leadership capabilities they need to adapt to new, challenging and sometimes ambiguous scenarios – COVID 19 being just one example.

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

Both during and on completion of the programme students have been shown to bring back business benefits

for their organisation, including their ability to analyse and apply value-based decision making, manage ambitious and innovative projects and lead teams through strategic change whilst considering risk and governance issues. The investment made in the programme reaps tangible rewards for each participating organisation and student.

The programme is deliberately challenging, designed to stretch the students 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 have an employer mentor (potentially their line manager) from within their own organisation.

“MHBS has supported the Loughborough Masters from the very beginning and all of our students have grown personally and professionally from the experience.

Our people’s business skills are key in keeping us a dynamic, flourishing Society. This programme helps develop those skills and is an important path to better leadership.”

**Mark Robinson
CEO Market Harborough Building Society**



WHY CHOOSE LOUGHBOROUGH AS YOUR PROGRAMME PROVIDER

The School of Business and Economics at Loughborough University has substantial experience in the delivery of professional education programmes. We also work with an Advisory Board made up of BSA, AFM and their member providers. The development of leadership talent is crucial in any sector. We will work with you to grow the specific talent needed in your organisation.





Whether you are an employee looking to widen your knowledge and skills or an organisation identifying a need to up-skill your workforce, we have everything you need to develop yourself and your employees.

We are a leading university provider of apprenticeships with a proven record of success. This is based on our strong partnerships with our employers, creating programmes to meet specific business needs. To date we have partnered with over 100 employers to deliver Senior Leader Apprenticeships.

Loughborough is proud to hold triple-accreditation:

- The Association to Advance Collegiate Schools of Business (AACSB International)
- EQUIS accreditation from the European Foundation for Management Development (EFMD)
- The Association of MBAs (AMBA)



**PARTNERED
WITH OVER 100
EMPLOYERS**



**FIVE-STAR
PLUS RATING**
QS STARS SCHEME 2020



**7TH IN THE UK FOR
BUSINESS, MANAGEMENT
AND MARKETING**
THE GUARDIAN LEAGUE TABLE 2022

PROGRAMME ROUTES

We offer two parallel programme routes

	SENIOR LEADER APPRENTICESHIP ROUTE	STANDARD ROUTE
PROGRAMME FEE (FOR 3 YEARS)	£19,000 (no VAT) (£14,000 Levy for years one and two plus 1/3rd of the Standard programme fee for year 3)	£15,000 (no VAT)
PAYMENT	The £14,000 Levy funding is taken in monthly instalments directly from your organisations Digital Account. The £5,000 top up fee, for the final year, is billed from the University and is paid in the third year.	The employer is billed directly from the University on a scheduled basis over the 3 years of the programme.
ADDITIONAL COSTS	Each module will normally require a residential stay at Loughborough University. The on-campus hotel accommodation at Burleigh Court is currently £106.00 per night for bed and breakfast. Dinner is available for £28.00 and bar meals are available. Other on campus accommodation options are available.	
DEGREE AWARD	MSc in Strategic Leadership	
PROFESSIONAL AWARD	Chartered Management Institute or ILM	
PROGRAMME DELIVERY AT LOUGHBOROUGH	Exactly the same for both routes, modules are normally delivered in blocks of 3-5 days. 5-day modules are split into a 2 and a 3 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. Students must be able to take some or all of this study during their normal employed hours. This time contributes to the 20% 'off-the-job training' required under any apprenticeship.	Up to 100 hours self-study per module, depending on existing knowledge
ON-SITE AT THE UNIVERSITY – OTHER MANDATORY REQUIREMENTS	<ul style="list-style-type: none"> • One apprenticeship induction day for apprentices • An estimate of two days spent on professional skills development dependent on individual needs analysis (over Year's 1 and 2) • Up to three 1-day End Point Assessment Readiness workshops in Year 3 to include: Viva training, Interview Skills and Portfolio Checklist 	None

	SENIOR LEADER APPRENTICESHIP ROUTE	STANDARD ROUTE
ADDITIONAL MANDATORY REQUIREMENTS	<ul style="list-style-type: none"> • Individual student Needs Analysis (at Induction) • 360° Feedback and Personal Development Plan (at Induction) • 3 tripartite review meetings each year, between Student, Employer and University. Normally this will include one workplace visit by the University per annum. Meetings will last c90minutes and other than the workplace visit can be conducted via video conference. • 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 before they can receive their MSc award and graduate. 	None
PROFESSIONAL SKILLS DEVELOPMENT	<p>Costs are included and attendance for up 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 	Participation is encouraged but is optional by agreement with individual students and employers



MSC STRATEGIC LEADERSHIP

DURATION

2 years Postgraduate Diploma
3 years MSc

After completing the two-year Diploma and End Point Assessment apprentices can choose to study for one further year by continuing onto the MSc in Strategic Leadership

WHO FOR

Current Managers and Leaders from all functional areas with at least three years experience

ENTRY REQUIREMENTS

A minimum of three years' management/professional experience and ideally an undergraduate degree or relevant professional qualification. This programme is also open to candidates who do not have a degree but have been identified by their employer as meeting the necessary requirements to successfully complete the programme.

Evidence of Maths and English qualifications at Level 2 (GCSE Grade C or above)

FURTHER DETAILS

Vicki Unwin
v.e.unwin@lboro.ac.uk

The Senior Leaders Apprenticeship, Strategic Leadership pathway is a part-time programme delivered in a flexible, blended learning format, enabling participants to work full-time. Our aim is to develop innovative, self-assured, resilient leaders who are ready to overcome the challenges of today's business environment.

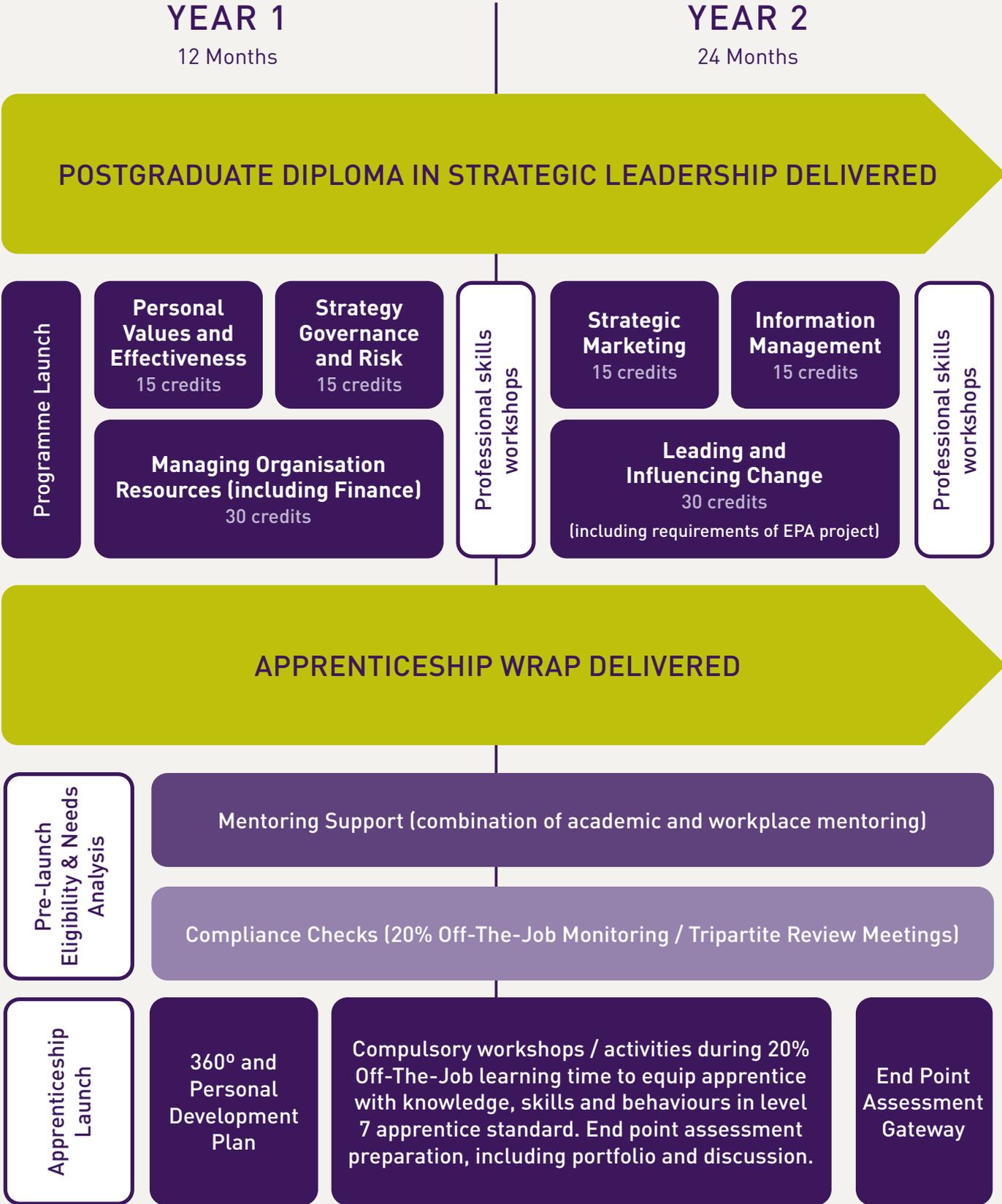
- Block delivery at the Loughborough campus.
- Additional distance learning, work-based learning and projects.
- This apprenticeship is accredited by both the Chartered Management Institute and the ILM.

At each stage of the programme, apprentices will be asked to draw on their work experience and to apply their learning within their own organisational context. It is deliberately challenging, designed to stretch participants and teach them how to apply management theory in practice.

Apprentices will:

- be equipped to apply management theories and cutting-edge research insights to the workplace
- study alongside a cohort of experienced managers and share fresh perspectives on similar problems
- adapt to new scenarios and implement effective solutions
- foster more effective working relationships and build lasting business networks.

SENIOR LEADER APPRENTICESHIP MSC STRATEGIC LEADERSHIP PATHWAY



YEAR 3

12 Months

MSC
DELIVERED

**Strategic
Operations**
15 credits

**Value Focussed
Decision Making**
or
**Business
Improvement
through
Innovation**
15 credits

**Master's
Business
Project**
30 credits

**End Point
Assessment**

MODULES

Year One

- Personal Values and Effectiveness
- Strategy Governance and Risk
- Managing Organisation Resources (including Finance)

Year Two

- Information Management
- Strategic Marketing
- Leading and Influencing Change

Year Three

- Strategic Operations
- Value Focussed Decision Making
or
Business Improvement through Innovation

WHY A SENIOR LEADER APPRENTICESHIP?

By offering a Senior Leader Apprenticeship programme your organisation will be able to:



have a cost-effective way of attracting, training and retaining high-calibre employees to your business



address important skill gaps and create opportunities for meeting the strategic needs of the business through focused learning



increase the diversity and social mobility of your workforce



empower, value and motivate emerging leaders, enabling them to succeed



both during and on completion of the programme apprentices utilise tangible benefits within your organisation including:

- Analysing and applying value-based decision making
- Managing ambitious innovative projects
- Leading teams through strategic change whilst considering risk and governance issues





“In a market where attracting and retaining talent is more competitive than ever, the BSA Masters programme offers attractive development opportunities at a great learning institution for likeminded professionals who wish to progress in their careers. The personal development of those colleagues who have benefitted from the programme is evident, with new skills being brought into the Society and a wide network of contacts being built across the sector.

From a personal perspective, the course was instrumental in my own development, supporting my transition from Finance Director to CEO.”

Will Carroll
CEO, Monmouthshire Building Society

WHAT IS A SENIOR LEADER APPRENTICESHIP?

Senior Leader Apprenticeships enable organisations to utilise their Apprenticeship Levy or Government co-investment to fund employees to study part-time towards a postgraduate qualification and to develop the management and leadership capabilities required to lead at a senior level.

Apprenticeships are an innovative way of retaining and attracting talent to your organisation. Apprentices are employed by you but will study at Loughborough University. They may be existing staff or new staff you have recruited into a job role that includes an Apprenticeship.

Apprentices spend 20% of their time studying via a combination of face to face, interactive online and work-based learning. The rest of their time is spent in the workplace applying their new skills and knowledge to your organisation.

On the successful completion of their two-year Apprenticeship, students continue for a further third year to complete their MSc in Strategic Leadership.

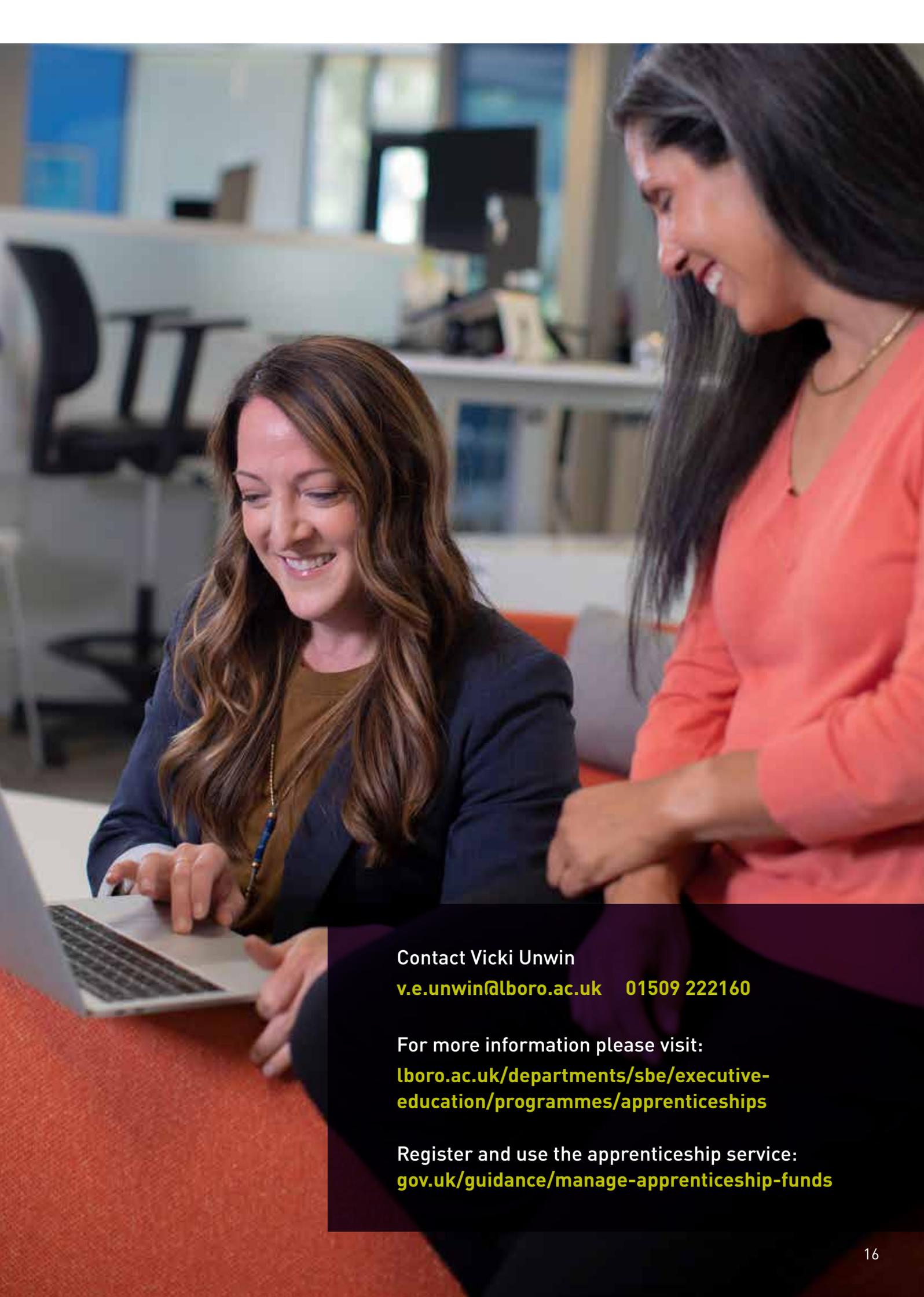
The Apprenticeship Levy

All employers with a pay bill of more than £3 million automatically pay the Apprenticeship Levy of 0.5 per cent to the Government. The Levy is ring-fenced money which can only be spent on apprenticeships and is forfeited if not used within two years.

Government Co-investment

Organisations with a pay bill of less than £3 million may be eligible for the Government Co-investment fund. In this case, your organisation is responsible for just 5% of the cost of an Apprenticeship.

The payment system is simple with minimal effort for the employer: the Levy or Co-investment funds are transferred to your organisation's Digital Account and collection is made through the Government Digital Apprenticeship Service (DAS).



Contact Vicki Unwin

v.e.unwin@lboro.ac.uk 01509 222160

For more information please visit:

lboro.ac.uk/departments/sbe/executive-education/programmes/apprenticeships

Register and use the apprenticeship service:

gov.uk/guidance/manage-apprenticeship-funds

HOW WILL YOU SUPPORT MY ORGANISATION?

When you partner with us for the delivery of your programme, you and your student will be supported throughout.



a dedicated account manager to support both the employer and employee through the apprenticeship process



advice about funding and financial help



a dedicated academic mentor to provide your apprentice with both pastoral and academic support



a dedicated apprenticeship team to support your apprentice throughout their programme



an employer-led advisory board

HOW TO APPLY

MAKING AN APPLICATION



**1 MARCH
2022**

You can apply for a place from this date



**31 JULY
2022**

Closing date for applications



**OCTOBER
2022**

Programme start

Application tips

An applicant's organisation may have its own internal procedures for selection to the programme. These are separate to the University's application process, which is on-line and accessed at lboro.ac.uk/departments/sbe/executive-education/apply

Please read the guidance documents available before starting the application process as specific guidance is given for Apprentices and standard route applicants.

- To enrol on the Strategic Leadership programme – select '**Strategic Leadership (part time)**' from the drop-down menu

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

Standard Route applicants will also need to provide:

- A letter on the organisation's letterhead must be uploaded as part of the application process as all applications must be authorised by the applicant's organisation.

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 an Apprentice Eligibility and Initial Needs Assessment form for completion.

USEFUL INFORMATION



Apprentice and Employer Information Sessions

Join our Senior Leader Apprenticeship Open Days where you will be able to:

- Find out whether Senior Leaders Apprenticeships would work for your organisation
- Find out how to make the most of the support available
- Ask questions of current Senior Leader Apprentices and Programme Directors
- See what more Loughborough University has to offer.

To register please contact sbe.apprenticeship@lboro.ac.uk



Four-star campus accommodation

When studying at Loughborough, students can 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.

burleigh-court.co.uk

How to find us

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 10-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.

By road Loughborough's nearest motorway link is the M1; the campus is just two miles from Junction 23. The University is clearly signed on all the other main approach roads to Loughborough.

Satnav postcode: **LE11 3TU**

Fees and funding

The Senior Leader Apprenticeship is funded by the Apprenticeship levy and the fee is £14,000 which will be collected monthly through the Government Digital Apprenticeship Service (DAS). This covers the two year programme which leads to a Diploma in Strategic Leadership.

The top up fee for the 3rd year of the programme which leads to the full master's in Strategic Leadership will be one third of the standard University programme fee.



General enquiries

Vicki Unwin
School of Business and Economics

T: +44 (0)1509 222160
M: +44 (0)7816 977643
E: V.E.Unwin@lboro.ac.uk



 @lborosbe

 /lborosbe

 /lborouniversity

 /lborosbe