

Project Name: BA (Hons) Leadership and Management

Amendment History:

Version No.	Date	Reason for Amendment
1	18/6/07	New Proposal

Project Manager

Tim Maxfield

Document Distribution

<i>Name</i>	<i>Location</i>	<i>Responsibility</i>	<i>Action/Information</i>
Geoffrey Elliott	UW	Members of LLN steering Group	To approve project
Gail Rothnie	UoB		
Mike Rookes	OU		
Chris Morecroft	WCT		
Ian Peake	HCT		
Donna Obrey	LLN	Project Officer	To track project
Debbie Lambert	LLN	Manager of the LLN for H&W	

Background

Foundation Degree students at partner FEIs require a Leadership and Management focused top-up award which links to Professional Body requirements and which is fit for purpose in providing progression opportunities for honours-level study beyond that at FD level. Course design, will draw upon validated FD programmes (plus new FDs planned for validation in 2007/8 e.g. FD Business with WCT, and FD in Business and Management (working title) with NEW College), and other validated courses that have a similar focus e.g. Graduate Certificate in Leadership and Management.

Foundation Degree students currently studying at partner FEIs e.g. WCT, and NEW College follow a flexible, e-learning supported route. It is therefore imperative that in planning the B.A (Hons) Leadership and Management top-up award that such principles of flexibility in course design, access and delivery mode remain at the forefront of the University's considerations.

Objectives of the Project

- To provide progression from existing (and possibly new) FD awards to the BA (Hons) Leadership and Management for those students completing Foundation Degrees at UW, with FE partners, or elsewhere.
- To engage employers in the design, delivery and evaluation of this flexible top-up BA (Hons) award.
- To establish, and / or build relationships with key partner FEIs and a variety of Professional Bodies and other organisations (e.g. Sector Skills Councils) to ensure course design that is fit for purpose.
- To better meet client need in terms of enhanced employability, suitability for a diverse student group, and value-added in relation to existing courses.
- To afford flexible provision, utilising blended learning approaches to meet the needs of this diverse student market.
- To achieve a broadening and deepening of the curriculum.
- To provide a model of course design, thereby informing development aimed at a part time market.
- To set up course progression agreements.

Project Approach

The project has been developed to ensure that key partners are available to participate in the project deliverables, to maximise project outcomes. These partners either have validated FD provision with UW or are in the process of planning new FD courses e.g. Worcester College of Technology, Herefordshire College of Technology, NEW College. Part of the project would enable key individuals to be involved in the design process [of the new course], working with the Project Manager and other key members of the course team at the University. Part would also involve the development and maintenance of the VLE to support the programme. Key to the success of the development is close liaison with a number of Professional Bodies, including the Institute of Payroll Professionals, Local Government Association, Chartered Management Institute and selected Sector Skills Councils.

Scope:

A Key Products from the project

- A delivery model, fit for purpose and based upon the principles of a flexible and open learning format (learning from approaches used on related Leadership and Management Development programmes, such as the Graduate Cert. in Leadership and Management).
- A model for partnership-working that can be used to inform other similar initiatives elsewhere within and beyond the LLN, through involvement of FEIs, Professional Bodies, Sector Skills Councils and Employers.
- A clear progression route for FD students to a top-up Leadership and Management award with generic and specialist components.
- To increase the number of students registered to UW programmes (to support the LLN ASN bid).

B Out of Scope

This project does not cover any additional marketing that the University might wish to pursue.

Constraints

- Timescales set for the validation of related FD programmes (e.g. FD Business with WCT). Much development will be in tandem, though parallel initiatives will require co-ordination.
- The cultural differences of individual partners involved in the project e.g. FE partners, Professional Bodies, Sector Skills Councils, Employers and the University.

Initial Project Case

- Flexible approach to course design and delivery (based upon existing Grad CLM programme or variant discussed with employers).
- Collaborative project involving a range and diversity of partners.
- Project impacts upon progression for FD students of the Business and Management area across the Lifelong Learning Network.

Benefits of the Project

Benefits to the student :

- Clear progression from Level 4 through to Level 6 in Leadership and Management.
- Flexible learning opportunities to ensure appropriate access to those in full or part time employment.
- The development of a range of high-level skills to enhance individual and organisational performance.
- To meet Government priorities around the area of workforce development.

Benefits to the organisation :

- A more effective workforce contributing to the development of the organisation, through enhanced potential in leadership and management.
- Improving recruitment and retention (motivation) of the workforce.
- Flexibility in design will reduce the amount of time that learners spend away from the workplace.
- Facilitating the sharing of effective practice between stakeholders.

Benefits to the LLN :

- The model of collaboration (between employers, Sector Skills Councils, Professional Bodies and FE partners) will enable future funding opportunities to be accessed more easily.
- Provides a flexible delivery model which recognises the problems associated with abstraction from the workplace.

Key Assumptions

- The availability of key members of the project team e.g. Pamela Murray-Hopkin (Worcester Business School), and key FE colleagues.
- That the organisations constituting the partnership have a desire to work together in collaboration.

Costs

Release of Project Manager from workload (equivalent to 20 hours to develop documentation)	£1800.00
Release of specialist support in Leadership and Management curriculum area equiv to 15 hours (Pamella Murray-Hopkin)	£1350.00
Travel costs (liaison FE/ Prof Bodies, Employers)	£250.00
Administrative costs to support document production	£300.00
Total	£3700.00

How will the project be evaluated?

Analysis of appropriateness of delivery model with students (at interim and end points in programme), and monitoring of student recruitment to programme compared with conventional recruitment to BA (Hons) Business Management course from direct entry students.

How will the project be sustained?

Initial Risk Log

The following table summarises the risks that have been identified that may prevent the project being completed to the required quality, budget and timescale. The probability and impact of each risk has been graded as low, medium or high to indicate the relative importance attached to each element of risk.

Risks	Probability	Impact	Containment Plan
Key project members unavailable (e.g. P. Murray-Hopkin)	L	H	Use of alternative specialist personnel from within UW or the partner FEIs.
Recruitment restricted to relatively low numbers of FD students in FEI partners in short term.	M	M	Outside of project, WBS will need to market opportunities to FD students studying elsewhere.
Employer engagement is low.	H	M	Use of established alternative Employer Groups e.g. Federation of Small Businesses (enjoys a close working relationship with WBS) or WBS Advisory Group.

Project Team

Tim Maxfield
Pamella Murray-Hopkin
Ian Edgar
Steve Poole (WCT)
Russ Henry (NEW College)
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