

# Leadership

Students wishing to take advantage of the Washington Semester option must advise admissions at the time of application. This programme is no longer recruiting

<b>Final award</b>	MBA
<b>Intermediate awards available</b>	Postgraduate Diploma in Business and Management Postgraduate Certificate in Business and Management
<b>UCAS code</b>	N/A
<b>Details of professional body accreditation</b>	N/A
<b>Relevant QAA Benchmark statements</b>	Masters award in business and management
<b>Date specification last up-dated</b>	April 2013

## Profile

### The summary - programme advertising leaflet

#### Programme content

The MBA (Leadership) at UEL builds on our long-standing experience of offering a wide range of postgraduate programmes both in the UK and overseas. The programme is offered as a career development generalist programme within a given sector for those who have a first degree (or equivalent) and relevant work experience on which the learning process should build. The programme can be considered as a management conversion programme at Masters level. The MBA is based on the recognition that international and global business skills and understanding are required if firms and those working within them are to compete effectively and thus maximise the potential of their resources. To build on this recognition the programme offers an optional extra semester study in Washington DC, USA at the Kogood School of Business which includes a business related internship. The main emphasis is on leadership through strategic management where students are expected to ground their new knowledge within the base of their previous professional experience. Students are expected to reflect on and learn from prior experience and combine this with new knowledge to apply to new situations. The main aims of the programme then are;

- To facilitate the advanced study of organisations, their management and the changing external context in which they operate.
- To develop knowledge and understanding of key areas of management.
- To develop a career in business and management through the development of relevant skills at the appropriate level or to facilitate further research or study in the area.
- To facilitate the application of knowledge and understanding of business and management to complex issues through critical and analytical approaches to management theory, practice and research.
- To enhance the ability to evaluate management techniques, tools and models in a variety of contexts.

- To recognise the relationship between ideas and practices.
- To develop personal and interpersonal skills that is relevant to management and communicates the arising issues in written and oral form.
- To equip students with the necessary knowledge and skills to achieve the appropriate level of post graduate award and continue their lifelong learning development.

### **MBA Leadership at UEL**

- UEL has a long record of delivering postgraduate programmes at a local, regional, national and international level.
- The MBA benefits from the perspective and experience given through the successful operation of MBA programmes both in the UK and overseas, especially in Malaysia, Singapore, and China and in Europe.
- The MBA provides a flexible credit based programme leading towards a higher degree in business and management with a strong focus on the application of theory to practice.
- Provides an opportunity for managers to become familiar with current academic discourse and business and management research.
- Previous experience shows that the UEL MBA significantly contributes to career prospects, including promotion, pay and increased job satisfaction.
- The UEL MBA enhances understanding of business life.
- The programme is based within a purpose built postgraduate campus in Docklands where there is dedicated post graduate study and break out area, 'The Molex Suite'. The centre aims to provide a stimulating and supportive learning environment in which management education is developed.
- The MBA exploits the industrial links generated by through our Knowledge Dock within the Docklands and zone 2 regeneration area.
- The programme can be delivered on a fulltime/part time or Distance Learning mode of study to suit the needs of busy managers.

### **Entry requirements**

Good first degree – the equivalent of a 2.2 from a recognised UK university. Applications are also welcomed from people

with a professional (e.g. accounting) qualification or the equivalent of a UK Level 7 diploma.

- IELTS 6.0+ (or equivalent) where the applicant has not been educated in a system where English is the recognised first language;

- 3 years work experience recommended;

- Where the applicant does not have a bachelors degree or equivalent, then he/she should have at least 6 years Managerial

workexperience. Each application will be considered on an individual basis, but such applicants will normally need a minimum score of 600 in GMAT or in an equivalent test administered by UEL.

### **Programme structure**

The MBA is a 180 Level M credit programme and is offered in a full time and part time mode of study. Entry is at 2 points per year, in September and February. All full time cohorts are provided with 12 months tuition and 3 months self directed study. Those who commence

their programmes in September can complete in 12 calendar months. Given the exigencies of university vacations those who commence in February can complete in 15 calendar months.

Part time study is available on both a day/ evening, an evening only mode with some weekend workshops or flexible weekend delivery. Part time study on campus at UEL is available in daytime only mode. In line with the current University framework for the delivery of post graduate degrees the programme consists of 4, 30 L eve l M credit, core modules and one 60 credit Level M, capping module.

## **Overall Structure**

**The MBA** covers the following major subject areas:

- International Marketing
- Operational Product/Service Delivery
- Managerial Accounting
- Financial Modelling
- Leadership and Management
- International HRM
- Project Management
- Management Dissertation/Business simulation/Work Based Learning

**MBA Dissertation / Business Simulation / Work Based Learning Project;** Students have a choice of doing two of the following three for this module: a business simulation, a management dissertation or an work based learning project. For the dissertation, there will be a research-planning component to this module, which will take place in the second semester. The businesses simulation and the work based learning project, may be suited to those with management backgrounds or students sponsored by companies that wish to solve managerial problems.

Due to the nature of the Management Dissertation/Business Simulation/Work Based Learning and since it is worth 60 credits, this component can be delivered over the course of 2 semesters.

## **MBA Internship**

MBA students are expected to take part in an internship during the course of their MBA program. The Internship is an important part of the program and provides students with learning opportunities not offered in the classroom. It also allows students to apply their knowledge to real work examples. While students will be responsible for securing their own internships, the Business Schools Employability Office will assist students in this process. The Internship can also be used for getting credit during the Dissertation / Business Simulation Module.

## **Learning environment**

Teaching and learning methods used are varied. They are designed to encourage students to accept responsibility for their own learning, collectively as a group and individually. The programme hopes to promote independent study and the development of self-management skills.

There is a requirement for students to undertake set reading on certain topics and explore relevant literature for assignments and seminar discussions. Students are expected to demonstrate knowledge and skills gained through participation in seminar discussion and oral presentation.

The programme aims to have a high degree of participation, encouraging sharing of information, ideas, experience and values. Tutors expect students to use their knowledge and expertise to relate theory to practice in the context of their own work experiences.

The programme aims to develop an approach to learning which encourage you to "transform" rather than simply to "reproduce" the theories and ideas to which you are introduced. Overall the intention is to enable you to develop as someone who is proficient in the acquisition of relevant knowledge and skills in the various fields of management and someone who is committed to a critical understanding of your own learning and potential professionalism.

The learning environment will not be limited to the traditional methods and will incorporate other learning tools such as field studies, guest speakers, as well as study tours. Field studies will help students to get a first-hand experience of what the business world is like, and consequently allow them to apply the theory they have learned to real life examples. Guest speakers will share their personal experiences with students, which will allow them to learn about a variety of industries from a managerial perspective. Study tours will be organized to an international destination, keeping in mind the importance of Leadership. These tours will allow students to learn about business in different cultures, making their degree truly international.

## **Assessment**

The assessment strategy takes into account both the mode of assessment and its timing within the programme. Each module comprise of at least 2 different forms of assessment, which will be identified at the beginning of each semester in the module handbooks. Deadlines will also be communicated then although the majority will be in week 7 and 14 along of assessments will be published. Ranges of assessment methods are used on the programme. There will be:

- Formal examinations
- Course work
- Assignments
- Individual and group project work
- Presentations

The range of assessments is designed to reflect the variety of situations confronting the modern manager and will reflect the learning outcomes of each unit.

More detailed assessment criteria will be made available for each piece of work, supported by guidance from the tutor. In general assignments should exhibit

- A high standard of written English and presentation
- Logical and well-structured argument and organisation.
- Critical understanding of theory and concepts
- Application of this understanding to business practice
- Clear referencing and sourcing.

Examinations take place in January and May of each year with re-sits in August..

To obtain an award a student needs to pass all the modules.

The overall pass mark for each module is 50%. The mark for each module is the aggregate of the various components of assessment. A mark of at least 40% must be obtained for each component of assessment in each module. Students would be normally expected to complete all components of the first semester before progressing to the second.

No mitigation would normally be considered.

### **Relevance to work/profession**

The programme is aimed at practising managers. The programme is based on the appropriate QAA subject benchmark statements which indicate that the MBA is a generalist Masters programme (type 3) and involves the application of theory into practice.

The learning outcomes of this programme are partly based on the student's ability to reflect on what has been studied and put this into the context of their work experience. This reflective process is on going throughout the programme.

The 60-credit module is explicitly used to encourage students to learn and reflect on Leadership and management practice. The application of these practices is simulated in both, the rigours of the business simulation (both in the participation and the Dissertation writing), UK only, and the Management Dissertation. The Management Dissertation can also be a work- based exercise or problem solving exercise as well as investigation of a particular business and management issue.

### **Dissertation/project work**

The aim of this major 60-credit module is to act as a focus for the skills and appreciation of the context of business embedded throughout the programme. Research skills will be taught as part of this module to enable students through reflective practice to apply those skills to either a specific research topic or an application of theory to practice in a business scenario. The dissertation **MUST** be written in the area of Leadership and Management

It is recognised that not all students wish to complete a management dissertation but participate in a simulation or do a work based learning project. Whilst some, (those sponsored by organisations, for example), may be obliged to research a particular problem/area for their organisation. The students therefore have a choice between three elements of this module

The management dissertation is a major piece of work of 14,000 words with a similar weighting being given to an individual component in the simulation or the work based learning project..

The main aim of the management dissertation is to enable students to research and to write up a problematical aspect of business/management practice. This could be work based or reside in the general field of Sports management. The aim is to enable students to critically survey and analyse relevant theories and models and then to conceptualise them in order to make recommendations for problem solution. The skills and context aspects of the module prepares students for this task.

The business simulation's function is an opportunity for those students who do not wish to write a report to apply theory to practice based on their experiences in the simulation. This will be run over a set period of time and students will participate individually or in teams competing against each other. The simulation will be carried out either in class using relevant information technology, or be field-based and linked to an internship. The in-class simulation will be led by an instructor, who will guide the students in carrying out the simulation.

Students opting to do a work based learning project will be guided by a member of staff in the host organization along with a member of faculty at UEL. Students may participate in group work and complete a substantial piece of individual work (14,000 words) based on the simulation or the work based learning project.

### **Added value – The Washington Semester**

At UEL, we realize that you are making a large commitment to your future by studying for an IMBA. Therefore, we want to do everything possible to ensure that your experience with us is a transforming one and will give you an opportunity for significant personal and career enhancement. Consequently, we are constantly pursuing what we believe will be value added opportunities for our students. One of these opportunities that we hope you will take advantage of while at UEL is our partnership with the Washington Semester, Graduate Gateway Programme. This is an optional semester programme. The programme includes a graduate seminar in Global Business and Trade, a course elective from the Kogod School of Business (an AACSB accredited business school), and a business-related internship which you will work at three days a week all in Washington D.C., U.S.A. Students who have participated in this programme have had internships with the International Trade Administration, A.G. Edwards – National Brokerage Firm, World Bank Group, Ameriprise Financial Services and other well known multinational corporations

### **Networking Opportunities**

For an MBA, networking is considered as one of the most valuable outcomes. Added value will come in the form of the extra and co-curricular activities that students will engage in throughout the MBA. The interaction students will have with the business community will not only ensure they get real life examples of business, but also enable them to network with business professionals. The MBA program features a Master Class series of guest speakers. In the Master Class, guest speakers are invited to speak at the business school, and talk to MBA students about important issues that are critical in the business world. Our guest speakers come from a wide range of organization including from the FTSE 100 as well as Fortune 500 companies. Some of our recent speakers come from organizations such as Microsoft, SAP, Bank of America, Barclays Bank, Deloitte Consulting, etc. The speakers hail come from a variety of positions including CEOs, CIOs, SVPs, VPs, Directors, Managers, etc. Guest speakers not only enrich the student experience but also provide with excellent networking opportunities for our students. The business school also provides students with other networking opportunities throughout the year.

### **Molex Suite and Canary Wharf Offices**

The MBA program is based in the modern, custom designed Molex suite. The Molex suite is sponsored by Molex Inc., whose CEO is a UEL MBA Alumni. The suite offers MBA

students state of the art classrooms, study spaces, meeting spaces, and computing facilities. In addition to the University keeps, from time to time, office space in Canary Wharf, London's financial hub. This facility allows the business school to hold guest lectures, organize events, and conduct training sessions. Due to its location, it becomes an ideal place for London's business community to interact with our students.

The other added value comes from the wide range of international experience of the staff in both teaching and professional life. Most tutors have industrial experience in terms of employment and consultancy work and work with organisations in the region and on a national level. A significant number are active researchers. Links with industry can be exploited.

### **Your future career**

The MBA is a recognised qualification of managerial competence at a strategic level and as such exemptions are granted by numerous professional organisations (e.g. CMI). It also opens the way for continuing personal and professional development. Many of our graduates have gained significant promotion upon completion of the programme.

### **How we support you**

The programme aims to provide consistent and continuing support for students through staff involved in teaching, administration and programme management. The MBA (Leadership) Programme Director will act as overall tutor to all students on the programme.

A pivotal role is played by the Postgraduate Student Support Centre, This Centre is staffed by a team of professional administrators, and offers a range of services, support and advice in key areas. An example would include: enrolment and accommodation queries; requests for letters to the Home Office; reference letters for work and for bank accounts, and general assessment queries. Most student support needs can be met directly by Support Centre staff, who work closely with the academic tutors. They are also able to refer students for more specialist support and guidance on counselling, careers etc.

AESS also provides individual tutorial support to cover particular linguistic and academic needs.

In general support is provided through,

- Accessible and supportive module tutors.
- Student support centre with dedicated staff.
- Induction process that aims to develop key skills for UK study.
- An ongoing parallel support programme of English language and study skills.
- An on-line facility for learning skills.
- Large learning resource facility with on-line database.
- Lecture notes and handouts available on web ct.
- On-line textbook resources.
- Self-study areas.
- Access to large on-site restaurant facilities.

Students are also given constant support by the employability teams both in the business school as well as in the university. These teams will help students to prepare for the work life by assisting them in the following areas:

- Assistance in formatting CVs
- Guidance on writing cover letters
- Coaching on how to prepare for interviews (both physical and over the phone)
- Teaching how to dress for success
- Guidance on the visa regulations for working in the UK (for foreign nationals)

### **Bonus factors**

- UEL is based near the City of London, which is the financial hub of the city.
- Good communications with central London.
- Advertising of work placements via Knowledge Dock database.
- Links with local companies and professional organisations.
- Large purpose built new business school and well resourced Library with access to a wide range of on-line Journals.
- Many years experience of working with overseas students and partner institutions
- Brand new Sports facilities opening 2012.

## **Outcomes**

### **Programme aims and learning outcomes**

#### **What is this programme designed to achieve?**

This programme is designed to give you the opportunity to:

- To offer a programme that allows the advanced study of organisations, their management and the changing external international context in which they operate.
- To provide students with a programme offering a balance of theory and practical skills which will facilitate their intellectual and professional development.
- To develop the ability to critically engage with the current knowledge base of business and management theory. To apply that knowledge and understanding to complex issues both systematically and creatively.
- To provide students with the tools to plan and carry out a piece of advanced research in a chosen field of business and management.
- To equip students with the necessary knowledge and skills to achieve the appropriate level of post graduate award to enhance lifelong learning and personal development.

#### **What will you learn?**

##### **Knowledge**

Upon completion of the programme students are expected to have gained knowledge and develop understanding in the following areas:



- The impact of contextual forces on organisations including a range of contemporary issues.
- An understanding of the theories and approaches to the market and customers in terms of the development and operation of markets for resources, goods and services.
- The concepts, processes and institutions in the production and marketing of goods and services.
- The finance of business and how it is managed and used for reporting.
- The management, leadership and development of people within organisations.
- The development and management of communication and information technologies and their impact on organisations.
- The development of relevant business policies and strategies within a changing environment to meet stakeholder needs.
- The use, range and limitation of research techniques

### **Thinking skills**

- Critically evaluate relevant literature surrounding managerial issues.
- Relate general theory to specific contexts.
- Diagnose and evaluate managerial responses to given situations.
- Identify and critically reflect on previous managerial and problem solving responses.
- Demonstrate competencies in critical and creative thinking to key issues.
- Analyse data from collected research.
- Select and use appropriate methods and techniques of identifying, researching, diagnosing and resolving managerial and organisational problems and present findings in a clear and logical manner.

### **Subject-Based Practical skills**

- Critically analyse and reflect on subject specific knowledge and skills.
- Reflect on its relationship with past experience.
- Present research findings in an accepted manner.
- Complete a major problem solving exercise either within a specific area (management report) or business simulation.
- Use IT to search for, sort and retrieve information.

### **Skills for life and work (general skills)**

- Work reflectively and sensitively with others either on an individual basis or in groups.
- Undertake individual research projects and assignments within deadlines set.
- Management of own time and group time where appropriate.
- Develop interpersonal and communication skills, including presentation and written.
- Develop understanding of the meaning of management and the skills required to become an effective manager.
- Strengthen competence in lifelong learning and continuing professional development.
- To manage within time frames.

## **Structure**

## **The programme structure**

### **Introduction**

All programmes are credit-rated to help you to understand the amount and level of study that is needed.

One credit is equal to 10 hours of directed study time (this includes everything you do e.g. lecture, seminar and private study).

Credits are assigned to one of 5 levels:

- 0 - equivalent in standard to GCE 'A' level and is intended to prepare students for year one of an undergraduate degree programme
- 1 - equivalent in standard to the first year of a full-time undergraduate degree programme
- 2 - equivalent in standard to the second year of a full-time undergraduate degree programme
- 3 - equivalent in standard to the third year of a full-time undergraduate degree programme
- M - equivalent in standard to a Masters degree

### **Credit rating**

The overall credit rating of the MBA (Leadership) is 180 MLevel credits, 120 MLevel credits for the Postgraduate Diploma and 60 MLevel credits for the Postgraduate Certificate and 30 M-level credits for the Associate Certificate in International Business.

### **Typical duration**

The MBA is a 180 Level M credit programme and is offered in a full time and part time mode of study. Entry is at 2 points per year, in September and February. All full time cohorts are provided with 12 months tuition and 3 months self directed study. Those who commence their programmes in September can complete in 12 calendar months. Given the exigencies of university vacations those who commence in February can complete in 15 calendar months.

Part time study is available on both a day/evening, with some weekend workshops for UK based students. In line with the current University framework for the delivery of post graduate degrees the programme consists of four 30 Level M credit, core modules and one 60 credit Level M, capping module.

### **How the teaching year is divided**

The teaching year is divided into three semesters of roughly equal length, with teaching typically taking place in semester A (Sep – Jan) and semester B (Feb – May). Semester C (June- Sep) is typically meant for management dissertation. A typical full-time student will study two 30-credit modules per semester the 60-credit modules will be delivered in the second semester. A typical part-time student will study one module per semester with the 60-credit module split across year 2.

## What you will study when

Students must complete 180 credits in year one and pro-rata if 2 year part time. There are 2 points of entry, September and February. At each point of entry the first week of study before teaching commences, will involve an in-depth induction into postgraduate study. This week is intended to facilitate the orientation of students into UK postgraduate study. The focus of the week will be on the necessary study skills that will enable students to maximise their UK learning experience. There will also be a substantial reflective element to the week which is supported by an on-line facility. Study support classes/workshops will continue throughout the year. The main elements that will be covered in this week will include:

- Time management
- Critical thinking
- Critical analysis
- Essay writing
- Report writing
- Presentation skills
- Research skills
- Reflective practice

See below for structure

### Programme Structure

#### Full Time

##### Semester A Sept - Jan

- International Marketing and Operations Management (30 M level)
- International Issues in Accounting and Managerial Finance (30 M level)

##### Semester B Feb-May

- International Human Resource Management and Project Management (30 Mlevel)
- Leadership and Management (30 Mlevel)
- Management Dissertation/ Business Simulation (60 Mlevel)

#### Part Time / block delivery

Part time students will have the option to study the program in two ways. First, student studying in the UK would be able to study one 30 Mlevel credit module per semester based on the full time timetable, usually in evenings. Second, students will be able to study in blocks of either 5-6 weekends, or 3 week-long blocks. Usually block teaching will be delivered for organizations that want to give training to its employees. The weekend / block delivery is meant for working professionals who may not normally be able to take time off from work to study.

Year	Module Title	Credit	Status
1	International Marketing and Operations Management	30	Core
1	Leadership and Management	30	Core
1	International Issues in Accounting and Managerial Finance	30	Core

1	International Human Resource Management and Project Management	30	Core
1	Management dissertation/business simulation/work based project	30	Core

### **Requirements for gaining an award**

In order to gain a Postgraduate Certificate, you will need to obtain 60 credits at Level M.

In order to gain a Postgraduate Diploma, you will need to obtain 120 credits at Level M

In order to obtain a Masters, you will need to obtain 180 credits at Level M. These credits will include a 60 credit level M core module of advanced independent research.

### **Masters Award Classification**

Where a student is eligible for an Masters award then the award classification is determined by calculating the arithmetic mean of all marks and applying the mark obtained as a percentage, with all decimal points rounded up to the nearest whole number, to the following classification

- 70% - 100% Distinction
- 60% - 69% Merit
- 50% - 59% Pass
- 0% - 49% Not Passed

## **Assessment**

### **Teaching, learning and assessment**

#### **Teaching and learning**

A variety of teaching methods will be used and students will be expected to lead discussion based on their own research activities and reflective practice. They will also be required to work in groups and present findings and solutions to problems to the cohort. At all times students will be encouraged to reflect on and take responsibility for their own learning. The tutorial and seminar groups are a key component of the programme and aim to help you to analyse the underlying principles and practices of management and assess their application to identified issues. The main approaches to teaching and learning on the programme can be summarised as:

- An emphasis on the role of learners in acquiring knowledge; the view that learning is not something that happens to students, it is something that students make happen.
- A need to develop the skills of self managed learning and self-assessment.
- An awareness of the challenge of working at postgraduate level and the importance of developing a critical approach to study.
- An awareness of learning as an activity to be supported by and shared with others - colleagues, mentors, tutors.

#### **Knowledge is developed through**

- Integrated tutor led lecture and class/group seminar/case study/discussion
- Private study to prepare for group discussion and presentations.
- Private study to prepare for assignments and report writing.

### **Thinking skills are developed through**

- Structured group/seminar discussion.
- Problem solving activities.
- Linking of theory and practice in each module.
- Written assignments
- Presentations of prepared work.

### **Practical skills are developed through**

- Researching presentations and projects both group and individual.
- Undertaking data collection and analysis.
- Group work.
- Case studies and workshops.

### **Skills for life and work (general skills) are developed through**

- Report writing
- Presentations
- Participation in group/team work.
- Completion of major research project.
- Continued directed learning between classes.

### **Assessment**

#### **Knowledge is assessed by**

- Group and individual presentations.
- Group and individual course work/assignments.
- Management Dissertation/ business simulation report.

#### **Thinking skills are assessed by**

- Group work
- Presentations
- Assignments/reports/case studies
- Management Dissertation
- Constructing research methodology.

#### **Practical skills are assessed by**

- Report outlines/guidelines
- Detailed marking and assessment schemes.
- Preparing presentations.
- Time management
- All other forms of assessment

## **Skills for life and work (general skills) are assessed by**

- Presentations
- Assignments
- Report writing
- A variety of tasks including those undertaken on an individual basis or in a group.

## **Quality**

### **How we assure the quality of this programme**

#### **Before this programme started**

Before this programme started, the following was checked:

- there would be enough qualified staff to teach the programme;
- adequate resources would be in place;
- the overall aims and objectives were appropriate;
- the content of the programme met national benchmark requirements;
- the programme met any professional/statutory body requirements;
- the proposal met other internal quality criteria covering a range of issues such as admissions policy, teaching, learning and assessment strategy and student support mechanisms.

This is done through a process of programme approval which involves consulting academic experts including some subject specialists from other institutions.

#### **How we monitor the quality of this programme**

The quality of this programme is monitored each year through evaluating:

- external examiner reports (considering quality and standards);
- statistical information (considering issues such as the pass rate);
- student feedback.

Drawing on this and other information, programme teams undertake the annual Review and Enhancement Process which is co-ordinated at School level and includes student participation. The process is monitored by the Quality and Standards Committee.

Once every six years an in-depth review of the whole field is undertaken by a panel that includes at least two external subject specialists. The panel considers documents, looks at student work, speaks to current and former students and speaks to staff before drawing its conclusions. The result is a report highlighting good practice and identifying areas where action is needed.

#### **The role of the programme committee**

This programme has a programme committee comprising all relevant teaching staff, student representatives and others who make a contribution towards the effective operation of the

programme (e.g. library/technician staff). The committee has responsibilities for the quality of the programme. It provides input into the operation of the Review and Enhancement Process and proposes changes to improve quality. The programme committee plays a critical role in the quality assurance procedures.

### **The role of external examiners**

This programme has a programme committee comprising all relevant teaching staff, student representatives and others who make a contribution towards the effective operation of the programme (e.g. library/technician staff). The committee has responsibilities for the quality of the programme. It provides input into the operation of the Review and Enhancement Process and proposes changes to improve quality. The programme committee plays a critical role in the quality assurance procedures.

### **Listening to the views of students**

- Module evaluations
- Student representation on programme committees (meeting 2 times year)
- Programme notice board/UEL Plus

Students are notified of the action taken through:

- Circulating the minutes of the programme committee
- Providing details on the programme notice-board
- Oral communication/feedback on progress to the whole group.

### **Listening to the views of others**

- Formal contact with external examiners
- Approval for major changes in the programme via school board, programme committee, SQSC and external; examiners.
- External industry views.

## **Further Information**

### **Where you can find further information**

Further information about the programme is available from:

- The UEL web site <http://www.uel.ac.uk>
- The Student Handbook
- Module Study Guides
- UEL Manual of Regulations and Policies <http://www.uel.ac.uk/qa/>
- UEL Quality Manual <http://www.uel.ac.uk/qa/manual>
- Regulations for the Academic Framework <http://www.uel.ac.uk/academicframework/>