

Hertfordshire Business School

Title of Programme: MSc Public Service Management

(Level 7 Senior Leader Degree Apprenticeship)

Programme Code: BSDAPSM

## Programme Specification

This programme specification is relevant to students entering:  
01 May 2020

Associate Dean of School (Academic Quality Assurance):  
Veronica Earle

Signature



A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

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### Summary of amendments to the programme

Date	Section	Amendment

If you have any queries regarding the changes please email [AQO@herts.ac.uk](mailto:AQO@herts.ac.uk)

# Programme Specification MSc Public Service Management - Level 7 Senior Leader Degree Apprenticeship

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

## Section 1

<b>Awarding Institution/Body</b>	University of Hertfordshire
<b>Teaching Institution</b>	University of Hertfordshire
<b>University/partner campuses</b>	De Havilland
<b>Programme accredited by</b>	N/A
<b>Final Award (Qualification)</b>	MSc
<b>All Final Award titles (Qualification and Subject)</b>	Public Service Management (Senior Leader Degree Apprenticeship)
<b>FHEQ level of award</b>	7
<b>Language of Delivery</b>	English

### A. Programme Rationale

The programme is designed for practicing managers working in public, private and not-for-profit organisations who are responsible for the delivery of public services in the United Kingdom. The structure of the programme is designed to facilitate the exploration of conceptual and practical issues concerned with leading and managing public services. There is a strong practical and professional orientation to the curriculum, designed to enable apprentices to relate acquired knowledge to their day to day work experience. Apprentices will be equipped with the analytical and personal skills to deal with complex 'messy problems' in their organisation, to challenge preconceptions, handle complex situations and solve unstructured business problems. The programme enhances skills of self-direction, leadership and originality to assist apprentices in formulating their own organisational plans and responding to strategies developed by others.

The final year of the programme provides an opportunity to build on the knowledge base and theory-practice interplay of the first year of study to participate in a substantial piece of independent research that has the potential to contribute significantly to the operation of their organisation. On completion of the degree Apprentices are required to undertake an End Point Assessment (EPA) which will confer the Level 7 Senior Leader. Apprentices are fully supported in the preparation for the EPA, but the assessment process for that EPA is undertaken by an external provider and is not formally part of the UH programme.

### B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in [UPR TL03](#).

#### Additionally this programme aims to:

- Provide a contemporary, critical, integrated and applied programme of study at postgraduate level in regard to public service management.
- Engage apprentices in an intellectually challenging curriculum that leads to an appreciation of issues, themes and applications within the field of public service management and leadership; provides them with the confidence to question theory and established concepts; and apply the acquired knowledge to practice.

- Provide apprentices with the analytical and personal skills to solve 'messy' problems and address complex issues both systematically and creatively, and, as strategic leaders, to encourage these skills in others.
- Enable apprentices to formulate, communicate and implement strategies for greater organisational effectiveness.
- Equip apprentices with an understanding of ethical implications of managing public services, and the desire and ability to incorporate corporate social responsibility principles into their day to day practice.

### C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
<p>A1- Critically examine public service organisations and those that engage with them, including the external strategic and authorising environment and the internal conditions that shape public service complexity and management</p> <p>A2- Analyse theories of governance, strategy, leadership and management, their relationship to each other, and their influence on the organisation</p> <p>A3- Evaluate the contribution of innovation, collaboration and resource management in effective, contemporary public service provision, noting drivers such as budgetary constraint</p> <p>A4- Critically appraise contrasting and global perspectives on public service management, and reflecting on their own practice</p> <p>A5- Engage with financial and non-financial data, models and systems, utilising this to inform strategic decision making and ensure effective public service governance.</p>	<p>Acquisition of knowledge and understanding is through a combination of tutorials and workshops. Workshops may include real world case studies, simulation and role play. Students are encouraged to relate the new knowledge gained on the course to their current and prior work experience and current projects.</p> <p>Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of public service disciplines.</p> <p>Students will explore evidence arising in their own professional context, synthesising this with the theoretical approaches that support critical evaluation, personal reflection and effective decision making.</p>	<p>Knowledge and understanding are assessed formatively and summatively through in-course assessments, varying by module according to the appropriateness of the design to achieve each learning outcome. Methods include essays, in-class tests, portfolios of work, presentations (individual and group); professional discussions; student led seminars, case studies and viva style assessments such as the learning conversation.</p>
Intellectual skills:	Teaching/learning methods & strategies	Assessment

<p>B1-Critically appraise organisational strategies, structures and practices, engaging with the tension between marketisation (entrepreneurship and competition) and traditional public administration</p> <p>B2- Critically evaluate mechanisms through which resources and performance, including poor performance, are managed in public services</p> <p>B3- Integrate and evaluate new knowledge regarding its relevance to contemporary public service challenges, including the risks that emerge when engaging in a public service context</p> <p>B4- Apply ethical values to critical analysis and decision making, including the social responsibilities involved in public service provision</p>	<p>Intellectual skills are developed through the methods and strategies outlined in section A, above. Analytical, integrative and problem-solving skills are further developed through the in-depth investigation of a complex public service problem in the Integrated Work-Based Project.</p> <p>Research methodology is taught through the programme's 'Research Skills for Business and Management' module. It is provided in addition to HBS-specific online research methods support, the HBS Academic Skills Unit, the HBS Statistical Support Desk and other central UH research support services.</p> <p>Throughout, the learner is encouraged to develop intellectual skills further by independent study. By engaging with the tensions evident in public service contexts, learners will develop the cognitive flexibility to deal with constantly evolving public service landscapes.</p>	<p>Intellectual skills are assessed through a combination of in-course assessments set out in A, above. Research in particular is assessed through the Integrated Work-Based Project but also through student's exploration of practices in their own organisation which features in all modules, but particularly in 'Managing Resources and Performance' and 'Managing Projects and Organisational Change'</p> <p>Research Skills for Business and Management is a 'zero-credit' module that does not contribute to the degree grade but provides support student understanding of research techniques and to help preparation for students' independent, work-based research.</p>
<p><b>Practical skills:</b></p>	<p><b>Teaching/learning methods &amp; strategies</b></p>	<p><b>Assessment</b></p>
<p>C1-Make effective use of ICT in research, analysis and the communication of findings and ideas</p> <p>C2- Use quantitative and qualitative skills in researching and analysing data, formulating solutions and evaluating theory</p> <p>C3- Demonstrate high personal effectiveness including critical self-awareness and self-reflection</p> <p>C4- Encourage and manage the creative process in others, showing sensitivity to diversity in people and different situations</p>	<p>Practical skills are developed through the methods and strategies outlined in section A, above.</p> <p>The ability to present ideas effectively to senior management and to reflect on the effectiveness of personal communication is developed throughout the programme</p> <p>Sensitivity to diversity in people and different situations is particularly addressed within programme along with a broader view of resource management</p>	<p>Practical skills are assessed through a range of different methods as appropriate including those outlined in section A.</p>

## D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in part-time mode over 2 years for September and February intakes, and 2.5 years for May intakes. The programme leads to the award of MSc Public Service Management. Intake is normally in Semester A (September), B (February) or C (May).

### Professional and Statutory Regulatory Bodies

Apprentices are fully supported in the preparation for the End Point Assessment (EPA) of the Senior Leader Degree Apprenticeship, but the assessment process for that EPA is undertaken by an external provider and is not formally part of this UH programme, but is co-ordinated by HBS.

### Work-Based Learning, including Sandwich Programmes

Apprentice undertake work-based learning throughout the programme. This is assessed explicitly within modules and forms the basis of the end-point assessment for the Level 7 Senior Leader Degree Apprenticeship.

### Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

**Mode of study:** Part-time

**Entry point:** Semester C

#### Year 1

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Applied Leadership Practice 1	7BSP1347	0	English	0	100	0	CAB
Collaborative Governance and Strategy	7BSP1365	15	English	0	60	40	C
Contemporary Context for Public Service Management	7BSP1364	15	English	0	70	30	A
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	AB
Developing Teams and People	7BSP1367	15	English	0	80	20	B
Social Innovation and Entrepreneurship	7BSP1366	15	English	0	50	50	B

#### Year 2

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Applied Leadership Practice 2	7BSP1348	0	English	0	100	0	CAB
Managing Resources and Performance	7BSP1368	15	English	0	80	20	A
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	AB
Managing Projects and Organisational Change	7BSP1370	15	English	0	60	40	B
Applied Research Skills	7BSP1377	15	English	0	100	0	B

#### Year 3

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Senior Leader Work-Based Project	7BSP1378	45	English	0	100	0	C
Applied Leadership Practice 3	7BSP1349	0	English	0	100	0	C

The award of an MSc Public Service Management requires 180 credit points passed at level 7 including the Integrated Work-Based Project

**Mode of Study:** Part-time

**Entry point:** Semester A

### Year 1

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Applied Leadership Practice 1	7BSP1347	0	English	0	100	0	AB
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	AB
Contemporary context for public service management	7BSP1364	15	English	0	70	30	A
Developing Teams and people	7BSP1367	15	English	0	80	20	B
Social innovation and entrepreneurship	7BSP1366	15	English	0	50	50	B

### Year 2

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Applied Leadership Practice 2	7BSP1348	0	English	0	100	0	CAB
Collaborative governance and strategy	7BSP1365	15	English	0	60	40	C
Managing resources and performance	7BSP1368	15	English	0	80	20	A
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	AB
Managing projects and organisational change	7BSP1370	15	English	0	60	40	B
Applied Research Skills	7BSP1377	15	English	0	100	0	B

### Year 3

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Senior Leader Work-Based Project	7BSP1378	45	English	0	100	0	C
Applied Leadership Practice 3	7BSP1348	0	English	0	100	0	C

The award of an MSc Public Service Management requires 180 credit points passed at level 7 including the Integrated Work-Based Project

Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
MSc	Public Service Management	180 credit points at level 7	6/7 Semesters	A1-A5; B1-B4; C1-C4; D1-D4

Any Apprentice exiting before completion of the final award, will not be able to complete the Degree Apprenticeship.

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Diploma	Public Service Management	120 credit points, including at least	2 or 3 Semesters	A1, A2, A3, A4, B1, B2, B3, B4, C2, C4 D1, D2, D4,
Postgraduate Certificate	Public Service Management	60 credit points, including at least	1 or 2 Semesters	A1, A2, A3, B2, B3, B4, C2, C3, C4, D1, D2

Masters and Diploma awards can be made "with Distinction" or "with Commendation" where criteria as described in [UPR AS14](#), Section D and the apprentices' handbook are met.

## Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) and [UPR AS14](#)) with the exception of those listed below, which have been specifically approved by the University:

By the end of year one, in order to progress to year two, students are required to pass Senior Leader Development One and have been awarded 60 credits (Sem C entry) and 45 credits (Sem A entry).

By the end of year two, in order to progress to year three, students are required to pass Senior Leader Development Two and have been awarded 120 credits.

**The requirement for GCSE English and Maths at Grade C or above (new Grade 4 or above), or equivalent**  
Apprentices who join the programme without this qualification or equivalent will be required to organise their own studies to ensure that they successfully passed Maths and English GCSE at C or above, or equivalent (e.g. Key Skills Level 2) in order to enter the post-degree, End-Point Assessment stage of the Senior Leader Degree apprenticeship.

Apprentices engage in the End-Point Assessment for the Senior Leadership Apprenticeship after they have completed the UH programme. To reach End-Point Assessment, apprentices must have successfully completed the MSc Public Service Management award, submit a completed portfolio (which would include MSc Public Service Management assessments), successfully undertaken their integrated, work-based project, and achieved English and Maths to a minimum of GCSE Grade 4 or above, or equivalent (which most candidates

come with, or else they need to study this in parallel), and organised employer confirmation of the apprentice meeting the standard requirements.

For details of the requirements of the End-Point Assessment, please see the Senior Leader Assessment Plan on the Institute for Apprenticeships:

<https://www.instituteforapprenticeships.org/apprenticeship-standards/senior-leader/>

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## E. Management of Programme & Support for student learning

### Management

- Dean of School
- Head of Group who has delegated responsibility for this programme
- A Programme Leader, who is responsible for the day to day management of this programme
- Module Leaders who are responsible for individual modules
- A designated Programme Administrator to deal with day to day administration associated with the programme
- An Admissions Tutor with specific responsibility for open days and selection
- A programme committee, including apprentice representatives from the programme

### Support

Apprentices are supported by;

- A Programme Leader and Module Leaders
- An Employer Liaison Tutor
- An HBS Postgraduate Administration Office
- Hertfordshire Business School Information Point
- Induction programme on commencement of the programme for semester A and B.
- An online module 'Research Skills for Business and Management', to help Apprentices prepare for the Integrated Work-Based Project and as a resource to help in academic research generally
- Centre for Academic Skills Enhancement (CASE)
- Apprentice representative on programme committees
- A versatile Virtual Learning Environment
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in two Learning Resources Centres
- A substantial Student Centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support etc.
- Office of Dean of Students, incorporating Chaplaincy, Counselling and nursery
- Medical centre
- A Mathematics Drop-in Centre
- University Disability Advisors
- An Equality Office
- The Students' Union
- Guided student-centred learning through the use of StudyNet
- A Careers, Employment and Enterprise Service
- End Point Assessment support in final year

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## F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;
- A Module Guide for each constituent module.

The [Ask Herts](#) website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: <http://www.herts.ac.uk/secreg/upr/>. In particular, [UPR SA07](#) 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: <https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>. Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF panel's report and conclusions can be accessed at: <https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#/provider/10007147>

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## G. Entry requirements

The normal entry requirements for the programme are:

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in [UPR SA03](#)), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

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If you would like this information in an alternative format please contact:  
Programme Leader, Dr Jana Filossoff: [j.1.filosof@herts.ac.uk](mailto:j.1.filosof@herts.ac.uk)

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to [aqo@herts.ac.uk](mailto:aqo@herts.ac.uk)

## MSc Public Service Management

**Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules**

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)																
		K & U					Intellectual				Practical				Transferable			
Module Title	Module Code	A1	A2	A3	A4	A5	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4
Developing as a Senior Leader 1	7BSP1339	x	x	x	x		x	x	x	x			x	x		x		
Developing as Senior Leader 2	7BSP1342	x	x	x	x		x	x	x	x			x	x	x			
Contemporary context for public service management	7BSP1364	x	x		x					x								x
Collaborative strategy and governance	7BSP1365	x	x			x	x		x	x					x			x
Social innovation and entrepreneurship	7BSP1366	x		x			x		x	x		x						
Developing and leading teams	7BSP1367	x			x			x	x	x			x	x	x	x		x
Managing resources and performance	7BSP1368	x				x	x	x	x		x						x	x
Managing projects and organisational change	7BSP1370	x		x	x	x	x	x	x		x	x				x		x
Senior Leader Work-Based Project	7BSP1378	x	x		x			x	x		x	x			x		x	x
Applied Research Skills	7BSP1377								x	x	x							
Applied Leadership Practice 1	7BSP1347									x			x		x			
Applied Leadership Practice 2	7BSP1348									x			x		x			
Applied Leadership Practice 3	7BSP1349									x			x		x			

## KEY TO PROGRAMME LEARNING OUTCOMES

### Key to Programme Learning Outcomes

#### Knowledge and Understanding

- A1. Public service organisations, including the external strategic and authorising environment and the internal conditions that management
- A2. Theories of governance, leadership and strategy, their relationship to each other, and their influence on the organisation
- A3. Innovation, collaboration and resource management in public services
- A4. Contrasting and global perspectives on public service management, and reflection on practice
- A5. Financial and non-financial data, models and systems, and impact on strategic decisions and governance

#### Intellectual Skills

- B1. Appraising organisational strategies, structure and practices and the tensions that exist in public service management
- B2. Evaluate mechanisms through which resources and performance are managed
- B3. Integrate and evaluate new knowledge relevant to public services, including risks
- B4. Apply ethical and organizational values to situations and decision making, including public service social responsibilities

#### Practical Skills

- C1. Make effective use of ICT in research, analysis and the communication of findings and ideas
- C2. Use numeracy and quantitative skills in researching and analysing data, formulating solutions and re-evaluating theory
- C3. Demonstrate high personal effectiveness including critical self-awareness and self-reflection
- C4. Encourage and manage the creative process in others, showing sensitivity to diversity in people and different situations

#### Transferable Skills

- D1. Communicate complicated ideas clearly and effectively both orally and in writing
- D2. Work effectively in a team
- D3. Research independently
- D4. Use management research to critically review and revise practice, including proposing improvements to senior managers

## Section 2

### Programme management

<b>Relevant QAA subject benchmarking statements</b>	Business and Management 2015 – Type 2 General Masters degree
<b>Type of programme</b>	Taught Postgraduate
<b>Date of validation/last periodic review</b>	February 19
<b>Date of production/ last revision of PS</b>	February 19
<b>Relevant to level/cohort</b>	Level 7 entering May 2020
<b>Administrative School</b>	Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSDAPSM	MSc Public Service Management	100078 (50%) 100810 (50%)