

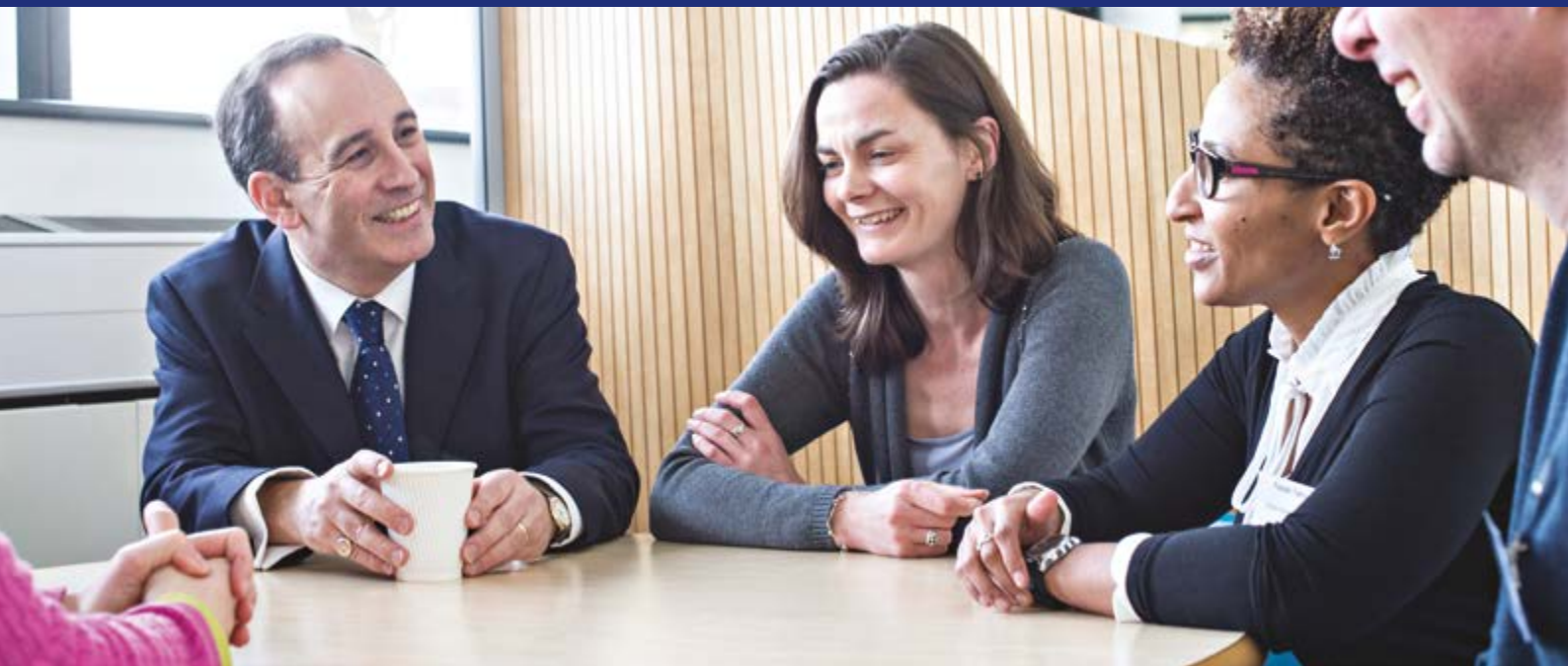


Strategic Leadership

A three-year part-time Masters Programme
2018 - 2021

 **Building Societies
Association**

 **Loughborough
University**





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Welcome

I am delighted to welcome you to the award-winning joint venture between the BSA and Loughborough University's School of Business and Economics. A venture that is now moving into its fourth year and adding a second route for those organisations with employees in England wishing to use their Apprenticeship Levy.



This Strategic Leadership programme is designed to equip the leaders of tomorrow, from BSA members and associates, with the skills and knowledge they need to meet the strategic and management challenges found in a competitive and highly regulated market. A limited number of places will also be available to overseas retail financial service mutuals.

This three-year Masters programme is now recruiting its fourth student intake, which will commence in October 2018. The programme has been re-designed for 2018 entry and for the first time there will be two routes. In addition to the existing route we will also be offering the programme as a Level 7 Senior Leaders Masters Degree Apprenticeship. Loughborough University is an approved provider of Apprenticeship Levy Services to the Skills Funding Agency.

Those opting for this new route will have the opportunity to undertake a bespoke programme, designed with and for the sector, funded by their Apprenticeship Levy. Whichever route, the content of the Masters Degree will remain the same as will the University Assessment. On completion, employees will receive an MSc in Strategic Leadership from Loughborough University along with a professional qualification from the Chartered Management Institute (CMI).

The programme has been tailored particularly for building societies and similar organisations. It features the value and difference that comes from customer-ownership throughout. Participants will hear views about the programme from current students and their employers in the pages which follow.

The modules that make up the programme cover critical topics such as risk management, governance, the analysis of the competitive environment, market trends, decision making, the impact and responses to regulation and organisational resilience, amongst many others.

David T Llewellyn
Professor of Money and Banking
Loughborough University

Loughborough University has substantial experience in the delivery of professional development programmes both in the financial sector and beyond. We also have a reputation, stretching back over decades, in the analysis and support of the mutual sector and building societies in particular. The development of leadership talent is crucial in any sector. This programme aims to grow the specific talent needed in yours.

Introduction

This programme is now entering its fourth year and we have students from well over half of all BSA members



Robin Fieth

Chief Executive
Building Societies Association

Right from the start of our collaboration with Loughborough University back in October 2015, I have been overwhelmed by the thirst for knowledge, enthusiasm and active participation of our students, as well as the sheer hard work they put in. They learn a huge amount from the taught programme and hear from external speakers. Critically they also learn from and are supported by each other. Our students are building networks that could well last them a life time.

We have also celebrated a number of job promotions amongst our students, one to Chief Executive. I am very much looking forward to the graduation of our first student intake in December this year.

One of the factors that has contributed to the success of the programme has been the active involvement of our Advisory Group. This is drawn from societies of all sizes. I would like to thank those from the Nationwide, Yorkshire, Skipton, West Brom, Nottingham, Melton Mowbray and Harpenden which make up the current group for their contribution, support and guidance. This is a truly collaborative venture.

It has always been important to us that whether an individual has a first degree or not, those with the capacity to learn and desire to grow and develop as people and leaders have had an opportunity to join the programme, nominated by their society or credit union. Today the split is exactly 50:50 degree/no degree and with the support of the University and their own organisations all those returning to learning are flying.

Since April 2017 around 20 building societies have been paying the Apprenticeship Levy – an additional 0.5% tax on salary bills above £3 million. Sensible strategic use of this money to fund learning and development has been of growing importance for BSA members with employees in England. These societies can use the levy they have paid via their Digital Accounts to fund the cost of apprenticeships. Responding to this development we will have two routes into the programme from this year onwards. The first maintains what has worked so well for the past three years and the second is a Level 7 apprenticeship.

It was critical to us to run both in the same cohort with a single body of students receiving the same university award at the end of the three-year programme. Why? Firstly, because we know that many societies do not pay this levy and secondly that BSA members also employ people in Wales, Scotland and Northern Ireland.

We have also taken the opportunity to further strengthen the curriculum, adding in elements of personal development and up-weighting topics such as risk and governance. In addition, for sustainability and more importantly to broaden the networking group for students, from this year we are making the programme available to BSA associate members, and will offer a limited number of places to retail financial mutuals from Europe, the US and Canada.

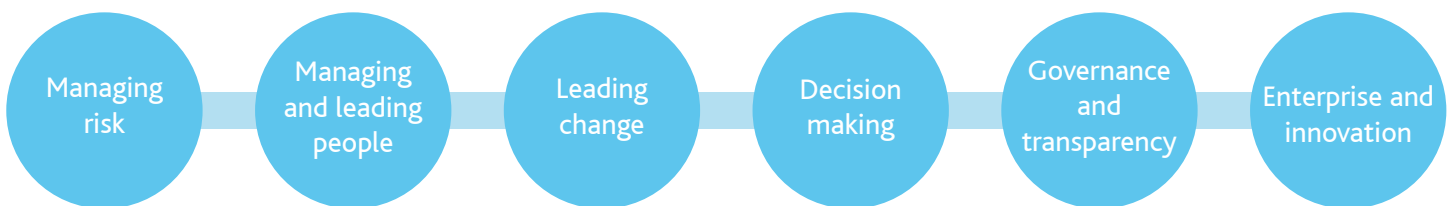
I know that undertaking an MSc is a major commitment: a resource and financial one from employers and time and energy from students. So far both employers and students are giving this programme a resounding thumbs up – it's clearly worth it.

Developing professionals for the mutual sector

To perform well, all organisations rely on talented and well-informed executives at a number of levels to make good decisions.

With the ever-increasing pace of change it is more important than ever that firms and individual employees have the management and leadership capabilities they need to adapt to new and sometimes ambivalent scenarios. Designed in conjunction with the Building Societies Association, this part-time three-year programme aims to support member organisations, together with other mutuals and aligned organisations. Firms that are resilient and equipped to meet current and future challenges have employees that are innovative, knowledgeable and self-assured.

This programme teaches critical management and leadership skills and gives awareness and knowledge of the key issues and challenges that exist, including:



The programme will help member organisations to retain and develop talent, build management and leadership capability and help 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.

As emerging leaders hand-picked by their organisation, programme participants will feel empowered, valued and motivated to succeed and will form valuable networking contacts with other participants.

Both during and on completion of the programme students bring back tangible benefits for their organisation including their ability to analyse and apply value based decision making, manage ambitious, innovative projects and lead teams through strategic change whilst considering risk and governance issues. The investment made in the programme reaps tangible rewards for every participating organisation and student.

It 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.



"At the Mansfield Building Society, we greatly value the MSc programme. It has given members of our team additional training, and also the opportunity to learn and interact with other building society professionals. It's a great example of societies working together for their common good."

Jeremy Cross, Chairman, Mansfield Building Society

Alternative programme routes

For the first time we are offering two parallel programme routes:

1. The traditional non-apprenticeship MSc route

2. A new apprenticeship route to an MSc

We will have a single cohort made up of a combination of students following both routes.

The objective of adding the second route is to enable organisations who pay the Apprenticeship Levy to have the option of utilising this funding to develop their leadership potential. For organisations who do not pay this levy, have candidates who work outside England or who choose not to utilise the apprentice route, the opportunity to study for a Strategic Leadership MSc via the traditional non-apprentice route remains. This has proved successful over the past three years

At present, Loughborough University cannot deliver the apprentice route to non-levy payers. The Government's current plan is that non-levy payers will be able to have an online apprenticeship levy account at some point in the future. This development is planned for 2019 and should allow non-levy payers to claim up to 90% of the cost of an apprenticeship. The University is planning to permit students on the traditional route to have an option to switch routes into an apprenticeship in their second year. However until the Government rules are published it is not possible to commit to this flexible approach.

The Strategic Leadership MSc programme has been designed to meet the requirements of the [Level 7 Senior Leaders Master's Degree Apprenticeship Standard](#). Employers will be able to pay for the majority of the cost of this programme from their Digital Account - £18,000 out of the total cost of £19,600. It is more expensive than the traditional route because of the substantial additional work-load placed on the University to cover the ongoing and End Point Assessment that is required under the apprenticeship rules. The End Point Assessment for this programme will be administered by the Chartered Management Institute (CMI).



"One of the privileges of leadership is being able to witness the growth of talented colleagues. The BSA Masters programme has provided our colleagues with the tools and behaviours that have dramatically accelerated that growth, and I have no doubt that it will be instrumental in creating the future leaders of YBS Group."

Paul Howley, Director of Transformation, YBS Group

Matches, differences and details

	Traditional non- apprenticeship route	New apprenticeship route
Programme Fee	£12,850 (no VAT)	£19,600 (no VAT)
Payment	Divided into 3 annual payments: Year one - £4,350 Year two - £4,250 Year three - £4,250	<ul style="list-style-type: none"> £1,600 is payable at the start of the programme - this payment is not reclaimable from the Apprenticeship Levy. The remaining £18,000 (the maximum available from the Government for this Apprenticeship Standard) is taken in monthly instalments directly from your Digital Account.
Additional costs	Each module requires a residential stay at Loughborough University. The on-campus hotel accommodation at Burleigh Court is currently £102.00 per night for bed and breakfast. Dinner is available for £28.00 and bar meals are available. Lunch is included in the course fee.	
Degree Award	MSc Strategic Leadership	
Chartered Management Institute (CMI) Award	Level 7 CMI accreditation in Strategic Management & Leadership	
On site at the University - taught modules	Exactly the same for both routes, modules are 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.	Up to 100 hours of self-study per module, dependent on existing knowledge. Students must be able to undertake this study during their normal employed hours. It contributes to the 20% 'off-the-job training' required under any apprenticeship.
On-site at the University – other mandatory requirements	None	<ul style="list-style-type: none"> 1 apprenticeship induction day for apprentices plus a representative from their employer (October 2018) An estimate of 2 days spent on Professional Skills Development dependent on individual needs analysis (over Year 1 and Year 2) Up to 3 one-day End Point Assessment Readiness workshops in Year 3 to include: Viva training, Interview Skills and Portfolio checklist.
Additional mandatory requirements	None	<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. To include one workplace visit by the University per annum. Meetings will last c90minutes and other than the workplace visit can be conducted via Skype or teleconference. 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. See page 11 for further information. Apprentices must complete an End Point Assessment in Year 3 before they can receive their MSc award.
Professional skills development	Participation is optional by agreement with individual students and employers. An additional fee (TBA) will be payable.	<p>Costs are included and attendance for up to 2 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 Negotiation skills Advanced interpersonal skills Delegation skills Personal power Creative thinking Networking strategies and skills Mental and physical wellbeing Coaching and mentoring training Conflict management

Programme content

The first phase of the programme focuses on the delivery of the taught modules. In the final year the main focus is on the delivery of the business project, and preparation for the End Point Assessment for students on the apprenticeship route.

Items in green relate to the apprenticeship route

Year One

Apprentices and Line Managers Induction Day - 16th October 2018

Personal Values and Effectiveness (includes induction) - 17th to 19th October 2018

3 days - 15 Credits

- Recognise your natural leadership style
- Foster more effective and ethical working relationships
- Learn vital study skills in data collection, analysis and report writing
- Plan for personal and career development over the course of the degree

Strategic Marketing - 4th to 6th December 2018

3 days - 15 Credits

- Understanding the marketing environment, concepts and techniques
- How to analyse marketing problems
- Recognising trends in organisations and consumer behaviour
- Application of marketing theory to gain advantage in your organisation's competitive arena

Managing Organisational Resources - 28th to 29th January 2019 and 19th to 21st March 2019

5 days - 30 Credits (split in to 2 sessions of 2 and 3 days)

- Understand how a range of functional business areas contribute to successful organisational performance
- Analysing and interpreting financial information for better decision making
- How your role influences interaction with your team and organisational effectiveness
- How to manage performance and get the most from your team
- Analysing process effectiveness and strategic decision making

Professional Skills Workshop (Presentation skills) 30th January 2019 half - day

Information Management and Business Analytics - 4th June to 6th June 2019

3 days - 15 Credits

- Analysing the role of information systems in a competitive environment
- Creating a competitive advantage for the business through technology value generation
- Managing IT risk and responding to legislation on data handling
- Understanding the implications of cybercrime and information security

Professional Skills Workshop (subject tbc) July 2019

"The programme has had an immediate positive impact on my knowledge, understanding and confidence. I have a more in-depth understanding of how the mutual sector operates and the unique challenges and opportunities we face. The modules have been interesting, the coursework challenging but overall I feel I will be a better leader for having participated in this programme."

Michelle Wade, Head of Retail, Principality Building Society

Year Two

Year Two – dates to be confirmed**Enterprise Challenge**

3 days - 15 Credits (split into 2 sessions of 2 days and 1 day)

- A group business project demanding innovative and entrepreneurial creativity in a business situation
- Effective application of design thinking concepts to a business problem
- Utilising analytical tools to evaluate the commercial viability of potential business opportunities
- Creating a robust proposal and presenting to relevant stakeholders to gain acceptance

Professional Skills Workshop (Persuasion) half day**Strategy, Governance and Risk**

3 days - 15 Credits

- How to analyse the market and identify opportunities for business
- Identifying innovative strategic options
- Planning for strategic change
- Evaluating and managing risk
- Managing stakeholder expectations
- Implementing successful strategies in a disruptive environment

Leading and Influencing Change

5 days - 30 Credits (split in to 2 sessions of 2 days and 3 days)

- How to lead a strategic change in an organisation
- Being resilient throughout turbulent times
- How to build innovative, agile and collaborative cultures to gain buy-in for change
- Managing conflict in times of change
- Gain confidence in presenting with impact
- How to recognise and implement a range of negotiation techniques to achieve successful outcomes
- How to utilise your personal leadership style to inspire and influence a diversity of stakeholders in a variety of situations

Professional Skills Workshop (subject tbc)

Year Three

Year Three – dates to be confirmed**Value Focused Decision Making**

3 days - 15 Credits

- How to make better decisions to add competitive value to the business
- Effective utilisation of decision evaluation tools
- Assessing value trade offs
- Applying monitoring and metrics to inform decision making

Business Project

3 days - 30 credits

This module has 3 days on campus, but is mainly taken up with a business-relevant project. This project should address an area in your own business, implementing learning and research to create value for your organisation.



"The course has provided a great opportunity to learn in an environment away from my day to day job. It's given me a different perspective on my development and a framework to help judge the progress I'm making. The other students in the intake are from a wide range of roles and it has been great networking with them as we've met the challenges set by the tutors together."

Stephen Wigful, Financial Controller, Earl Shilton Building Society

Additional programme information

Finding out more - enquiries and open days

26th April 2018 - a dedicated hotline will be available all day for enquiries and questions Tel: 01509 222 160.

3rd May 2018 - the first of two Open Days at the University. An opportunity to see the Campus, talk to the teaching staff and ask questions.

20th June 2018 - the second Open Day. In addition to seeing the Campus, talking to the teaching staff and asking questions, on this Open Day you can also meet some of the current students on the programme.



If you are interested in attending either of the Open Days

please contact Eriko Cochrane on 01509 228 824 or e-mail BSAadmin@lboro.ac.uk

To register your organisation's interest in the programme before the application window opens, irrespective of route, please contact Vicki Unwin, Business Development Manager at Loughborough University, either by email at V.E.Unwin@lboro.ac.uk or by phone: 01509 222 160.

For further information about the academic programme

please contact Eriko Cochrane BSA Programme Administrator either by email at BSAadmin@lboro.ac.uk or by phone: 01509 228 824.

Applying for a place on the programme

3rd May 2018 - you can apply for a place from this date

13th July 2018 - this is the closing date for applications

Applications for the programme will be accepted on a first come first served basis.

All applications must be authorised by the relevant sponsor in the candidate's organisation. A letter on the organisation's letterhead, confirming the firm's financial support for the candidate will need to be uploaded as part of the application process. Please confirm which route is being applied for on this letter.

All candidates must apply through the University's website. This is a simple online process via the University's Application Portal

www.lboro.ac.uk/study/apply/postgraduate

The first step is to register on the Portal. Once registered candidates can complete their application. To complete the process candidates will need to include transcripts or copies of certificates for qualifications held. This must include evidence of Maths and English O'Levels or GCSEs and an up to date CV. If a candidate has lost certificates these can be traced via

<https://www.gov.uk/replacement-exam-certificate>.

The name of the course that students are applying for is: **BSA MSc in Strategic Leadership**. The course code is yet to be allocated. Prospective candidates will be advised as soon as this information becomes available.

For more information on the application process please go to:

www.lboro.ac.uk/departments/sbe/executive-education/programmes/accredited/bsa

Chartered Management Institute (CMI) Accreditation

The programme will be accredited to a Level 7 professional qualification with the CMI, the only professional body in the UK dedicated to management and leadership.

This means graduating students will not only receive an academic qualification from the University but also a professional qualification in leadership and management.

This professional qualification can contribute towards a progression to becoming a Chartered Professional Manager. The dual award acknowledges the development of not only the students' academic skills but also their practical skills in leadership and management.

Students on the programme will become CMI Affiliate Members throughout the duration of their course at Loughborough, and CMI Associate Members for one year after graduation.

Membership of the CMI gives students access to a wealth of leadership and management resources as well as career coaching and mentoring support.

Masterclasses

The School of Business and Economics runs a series of talks and masterclasses throughout the year to which all students are most welcome.

Masterclass speakers will not just come from our own sector or indeed just from financial services. Speakers give their perspectives on topics including governance, mutuality, personal development, ethics, human resource management and innovation.

Questions and Answers

More about the new apprenticeship route

What is an apprenticeship?

The government has committed to boost the UK's productivity by investing in skills development, including executive and managerial training. They have also committed to 3 million apprenticeship starts by 2020 and funding is now available up to Masters level. Apprenticeships are paid for by the Apprenticeship Levy. New recruits and existing staff are eligible for an apprenticeship. There is no upper age criterion but an apprentice must be at least 16.



An apprenticeship is a real job with an accompanying assessment and skills development programme. The apprentice gains this through a wide range of learning in the workplace, formal off-the-job training and the opportunity to gain and practice new skills in a real work environment. Apprentices are employed throughout and must spend 20% of their employed hours in 'off-the-job' training. In the case of this apprenticeship, students will spend part of their time at Loughborough University and part with their employer.

You must pay your apprentice their normal salary for the time they are in work and in their off-the-job training and study time. Your employee must have a contract of employment and for a job with enough scope to gain the knowledge, skills and behaviours that they need to achieve their apprenticeship. If an employee has already done an apprenticeship they can do another provided they are learning substantial new skills. A new apprenticeship may be undertaken at the same, higher or even at a lower level than the one previously completed.

There are multiple Apprenticeship Standards available covering many subjects and at many levels, from a Level 2 Apprenticeship, (equivalent to 5 GCSE passes) to a Level 7 Apprenticeship (a Masters degree). There are currently very few available at level 7. The Senior Leaders Masters Degree Apprenticeship which we are offering has only recently been approved.

To encourage employers to employ/train apprentices, the Apprenticeship Levy can be used to pay for training an apprentice who works primarily in England. A proportion of the money paid by employers through the Levy is allocated to the devolved nations and Scotland, Wales and Northern Ireland have taken separate and different approaches to the use of these funds.

The Apprenticeship Levy was introduced in April 2017. Employers with a pay bill of over £3 million each year will have paid the levy from 6 April 2017. The levy is charged at 0.5% above £3 million pay bill. This is collected by HMRC by monthly payments through PAYE and paid in to an employer's Digital Account.

To qualify for funding all apprentices must complete an End Point Assessment which tests both their wider occupational competence and academic learning, in this case a Masters degree (MSc).

For further information about apprenticeships go to: <https://www.instituteforapprenticeships.org/>



About the Senior Leaders Masters Degree Apprenticeship

The Senior Leaders Masters Degree Apprenticeship Standard (level 7) focuses on delivering:

- Organisational Performance - delivering a long-term purpose
- Interpersonal Excellence - leading people and developing collaborative relationships
- Personal and Interpersonal Effectiveness

The Masters degree programme will primarily deliver the knowledge and skills elements of the Apprenticeship Standard whilst the other activities such as the professional skills development will support the development of skills and behaviours in the workplace. This provides an integrated approach to developing and demonstrating the skills, knowledge and behaviours required by the Standard.

There is also a series of supporting activities, designed to ensure achievement of the End Point Assessment. The majority of the activities are mandatory and are specific requirements of Apprenticeship delivery.

In addition to these mandatory activities, the professional development workshops, mentoring and 360° feedback are value-add activities that are not explicit within the funding rules and Standard. Students will require them to ensure they are End Point Assessment ready.

Every apprenticeship is assigned a funding band - the amount the Government will fund. For this apprenticeship the funding from government is £18,000.



How does the 20% 'off-the-job' training work?

Those students taking the apprenticeship route must spend 20% of their time undertaking off-the-job training. It is up to the employer and Loughborough University to decide how the off-the-job training is delivered. It must be directly relevant to the Apprenticeship Standard and can be delivered at the normal place of work, as long as it is not part of normal duties.

Time off-the-job includes training at Loughborough University, plus the in-work study time to complete the modules. Time also might be spent working on assignments, project work or participating in a virtual classroom session. It can cover practical training such as shadowing, mentoring and industry visits. Both the apprentice and their employer will need to provide evidence that this commitment has been met. We will help you achieve this through our apprentice monitoring arrangements.



End Point Assessment provider

Loughborough University has chosen to contract the Chartered Management Institute (CMI) as the End Point assessor for the Senior Leader Masters Degree Apprenticeship. The CMI is the only the only chartered professional body dedicated to promoting the highest standards in management and leadership excellence.



Contracting with Loughborough University to deliver the apprenticeship

Employers contract for services with Loughborough University for the delivery of this apprenticeship. The contract needs to include a total price for the costs of the apprenticeship training - £19,600. This includes the cost of the End Point Assessment, additional activities and ongoing assessment, and is why it is slightly above the £18,000 funding band.

As a result in the first year a single payment of £1,600 will be required at registration.

The University will support with both the administration, management and mentoring by:

- Managing the HMRC Digital Service/ Gateway
- Providing a full induction programme to prepare employees and their managers for the apprenticeship journey
- Offer coaching and support throughout the programme to support employees
- Offer specific training support to managers with team members on the programme enabling them to be more effective mentors

Provided that your digital account contains sufficient funds, you will be able to draw £18,000 from your Apprenticeship Levy Digital Account per student and release the payments on a monthly basis.

For further information on the Apprenticeship Levy and Digital Accounts please go to:

<https://www.gov.uk/guidance/manage-apprenticeship-funds>



Tripartite meetings

This is series of meetings between the University workplace tutor, the student and the employer mentor/line manager to discuss progress and flag up any additional needs. There are 3 meetings per year: one face to face at the student's workplace and two via Skype or conference call.

General questions about the MSc

What qualifications must candidates have?

Typically the University would expect Masters candidates to have an undergraduate degree or a relevant professional qualification. This programme is also open to candidates who do not have a degree but who have been identified by their employer as meeting the necessary requirements. These candidates may be asked to an interview meeting with the Programme Director. This may be via Skype.



Must students sign up for all 3 years?

This is a three-year Master's programme. Students who register for the first year should intend to complete the full programme. Registration for the traditional non-apprentice route is, however undertaken each academic year. Should personal or work circumstances change, students may temporarily suspend their studies subject to University regulations.



What do students graduate with?

At the end of a successful three-year study period, students will graduate with an MSc in Strategic Leadership from Loughborough University, plus a Level 7 CMI accreditation in Leadership & Management. If circumstances dictate that a student has to finish their studies at the end of year one, they might graduate with Certificate in Strategic Leadership.

Similarly, if a student needs to leave the programme after two years, they could graduate with a Diploma in Strategic Leadership. Once a student has graduated they cannot re-join the programme.

The Apprenticeship requires completion of the full three-year programme and the End Point Assessment. The change from the award of an MSc in Leadership and Management to Strategic Leadership reflects the development in course content made to reflect the Level 7 apprenticeship standard - Senior Leaders Masters Degree. These changes are positive, beneficial to our students and were discussed and agreed by the Advisory Group drawn from across the sector.



What is a CMI Accreditation?

The Chartered Management Institute (CMI) is the only professional body in the UK dedicated to management and leadership. Membership of the CMI gives students access to a wealth of leadership and management resources as well as career coaching and mentoring support. Students on the programme will become CMI Affiliate Members throughout the duration of their course at Loughborough, and CMI Associate Members for one year after graduation, giving access to CMI resources.



"We are delighted by the clear growth we have seen in our current crop of talent following their participation in the MSc at Loughborough. The opportunity to nurture, stretch and develop our future leaders with this programme is an integral part of our people strategy."

Simon Taylor, Chief Operating Officer,
The Nottingham Building Society



Questions answered by current BSA students

What if other students have more knowledge than me?

The breadth of experience amongst students has been complimentary; we have supported each other recognising different people have their own area of expertise.

How will I manage the time commitment?

I have made the time needed with incredible support from my employer and family. Whilst demanding at times, the experience has been worth it. Each student should typically be spending 7-16 hours a week studying outside of taught modules.

Will I struggle because I haven't done a degree before?

Academic writing proved to be an initial challenge. However, the teaching and student support has helped me develop and progress to the extent that I do not feel disadvantaged in any way by not having a previous degree.

Will anyone help me if I am not progressing?

The support network at Loughborough is exceptional! From the standard of leadership, quality of tutoring through to admin staff, you have a real sense that everyone has the time for you and will help you overcome any hurdle.

How much group work is involved?

On each and every module there is group work with a number of modules requiring formal group course work.

What happens if I miss a module?

We are encouraged to attend every module. However, if for some reason one is missed, we are able to complete it when the next year group studies that particular subject.



About Loughborough University

A top-10 UK business school

Loughborough University is consistently rated as one of the UK's top-10 business schools by national league tables.

It is among just 1% of business schools in the world to hold accreditation from organisations such as AACSB, EQUIS and AMBA. Accreditation from such bodies ensures that the University operates to the highest international standards and that students who graduate from the School of Business and Economics are equipped to be the leaders of tomorrow.

The University has a longstanding track record of working with the mutual sector through the sustained research and consultancy work that has been done with various organisations across our sector. It has substantial expertise in delivering valuable and accessible management development programmes, tailored to the particular needs of a sector or organisation.

The University is very experienced in delivering programmes for working professionals, many of whom have not studied at university level before. The academic team understands the apprehension some participants feel and have a track record of helping such individuals to blossom.

The University understands that everyone has their own learning style and approach to study. As a result, it offers a variety of teaching including lectures, presentations, discussion groups, case studies, project work and web-based activities.



A high performance environment

Sport is part of Loughborough University's DNA. The sports ethos is all about seeing the opportunities in challenges and then having the skills to exploit them. The University aims to equip students to manage complex challenges and lead decisive innovative change.

As part of this approach the University's sporting facilities, including their Olympic-sized swimming pool and gym are available to students and cater for all ability levels. The University library is accessible 24/7 online on and off campus. Students also have access to 'Learn' - the University's virtual learning environment.

Students will receive a student card with all the normal student discounts. Once on-campus, students will find everything they need from libraries, fitness centres and coffee shops, to restaurants, bars and a doctor's surgery.





Four-star accommodation on the Campus

When at Loughborough students 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.



"The course has given me a fantastic opportunity to expand my knowledge in areas within the business I would not be normally involved in. It has also allowed me to make some brilliant connections and share ideas with others within the building society sector."

Jon Sweeting, Branch and Agency Manager, Bath Building Society



An easily accessible location

The School of Business and Economics, Loughborough University, Loughborough, LE11 3TU

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 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.



via junction 23 of the M1. Satnav postcode: LE11 3TU



School of Business and Economics faculty

Professor David Llewellyn

Professor of Money & Banking

Professor Llewellyn is currently Chairman of the Board of the Banking Stakeholder Group at the European Banking Authority (EBA). David is a regular guest expert interviewed on a variety of media channels including Sky TV.



Dr Cheryl Travers

Senior Lecturer in Organisational Behaviour and Human Resource Management

Cheryl's research topics include: occupational stress, management of change, women in management & the impact of personality type, political skills & behaviour on adaptation to work.



Professor Tom Jackson

Professor of Information Management

Tom is an expert in Electronic Communication and Information Retrieval, and Applied and Theory based Knowledge Management. He is also the Director of Loughborough's Centre for Information Management, the UK's premier research centre in this field.



Professor Alberto Franco

Professor of Management Sciences

Professor Alberto Franco is an expert in operational research practice, especially in using data analytics to discover actionable insights to enable organisations to perform better.



School of Business and Economics faculty

Michelle Aitken

Programme Director

Michelle lectures in Strategy and International Business and also works internationally as a consultant in Leadership and Management in a range of industries. She has extensive commercial experience in the airline industry, particularly in the area of sales and customer relationship management.



Professor Mat Hughes

Professor of Entrepreneurship and Innovation

Professor Hughes is an expert in firm-level entrepreneurship, the means to organise and manage firms for entrepreneurship and innovation across the business. He has worked closely with start-ups and SMEs as well as some of the world's largest organisations. His research has been published widely in scholarly and practitioner outlets and he is a regular expert commentator on matters of entrepreneurship and innovation.



Professor Vicky Story

Professor of Marketing

Vicky completed her doctoral research in marketing at Loughborough University, specifically focusing on the new product development process. Her key research areas lie in the areas of innovation and marketing strategy with a strong publication record of scholarly journal articles and refereed conference contributions.

In respect to teaching, Vicky delivers material at undergraduate and postgraduate levels, but also has extensive experience delivering MBA and Executive Education teaching.



Stephen Frost

University Teacher in Financial Accounting

Prior to joining Loughborough Stephen had worked in the investment banking industry as an equity research analyst in Asia specialising in the banking sector. He is the author of a widely used handbook on bank analysis.

Stephen teaches a wide range of courses, at both undergraduate and postgraduate level including Accounting & Financial Management, Accounting & Performance Measurement, Financial Statement Analysis and Business Valuations, Accounting in Context, Behavioural Finance and International Financial Management





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