

University of
HUDDERSFIELD

**HUDDERSFIELD BUSINESS
SCHOOL**

GCS INSPIRE

**MSc Strategic Communication
Leadership**

**Postgraduate Student Handbook
2018**



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This handbook provides information about the module and its operation. Please study it carefully.

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1 Welcome

This handbook is intended to provide an overview of the main elements of your course and the key University regulations that apply to it. It will give you details of modules that make up each year of the course and how you accumulate credits during each year. It also provides links to a wide range of resources that will support you during your studies and explain the way the university year is structured. Most of the information that you need is contained in this handbook so please keep it in a safe place or download a copy to your pc or tablet so that you have easy access to it and can use the links provided.

We have tried to provide sufficient information in this handbook to enable you to manage your study personally so that you can find information you need quickly and easily yourself, at any time, without the need to ask staff. However, if you cannot find important information please do contact Sarah Hampshire in the first instance.

You are expected to be available for the scheduled classes.

Key Contacts

Course Director - Dr Eleanor Davies

Eleanor is responsible for the overall academic leadership of the course.

Email: e.davies@hud.ac.uk

Tel: 01484 472121

Education Services Administrator – Sarah Hampshire

Sarah is responsible for all the administrative aspects of the course and will be able to help you with any administrative queries.

Email: sbuscourseadmin@hud.ac.uk

Tel: 01484 472695

Unilearn – Nick Smith

Nick and the VLE Team can help if you have any issues relating to Unilearn, reading lists and/or technical issues. See more information in Section 4.

Email: sbusunilearn@hud.ac.uk

Tel: 01484 473107

Module Leader - Professor Paul Willis

Paul will be able to answer any questions you have relating to module content and details on your assignments.

Email: p.willis@hud.ac.uk

Tel: 01484 472417

Module Tutor – Professor Anne Gregory

Anne will be able to answer any questions you have relating to module content and details on your assignments.

a.gregory@hud.ac.uk 01484 473996

Other Contacts

Academic Librarians	library@hud.ac.uk	01484 473888
IT Support	it.support@hud.ac.uk	01484 473737
Extensions	busextensions@hud.ac.uk	01484 471635
Extenuating Circumstances	busec@hud.ac.uk	01484 471635

2 Your Details

If you haven't already done so, you will need to enrol as a student at the University of Huddersfield. At the point of enrolment, you are asked to confirm that the personal and contact details held about you by the University are correct. You must keep this information up-to-date, amending your local address and mobile numbers as necessary. If the University attempts to contact you using the details you have provided and fails because they are out of date and you miss out on vital information, the University will not accept this as a good reason for you being unaware of something.

It is also important to be sure that your name is recorded correctly. The name which will appear on your award certificate will be exactly as it appears on the system. Award certificates will not be reissued if your name has been incorrectly or incompletely recorded.

To check and update your details please go the University's Student Homepage and click on MyDetails.

3 IT Support

IT support is the first point of contact for all your University-related IT problems. They are available by phone 24 hours a day. You can contact them on it.support@hud.ac.uk or 01484 473737.

If anyone from the University needs to contact you by email, we will normally use your Unimail account. In the case of students on the GCS INSPIRE programme, the course team will endeavour to also use your work/private email as a back-up, whenever possible.

There is a facility for you to forward all emails arriving in your Unimail account to your work/private email account. You are strongly encouraged to activate this facility by following the directions at <http://www.hud.ac.uk/students/it/unimail/>. You should check your Unimail account regularly to be sure that you have not missed any important messages.

The regulations regarding the use of the University's IT system, including emails can be found in Section 10 at <http://www.hud.ac.uk/registry/regulationsandpolicies/studentregs/>

Unexpected outage of online submission service ("Turnitin")

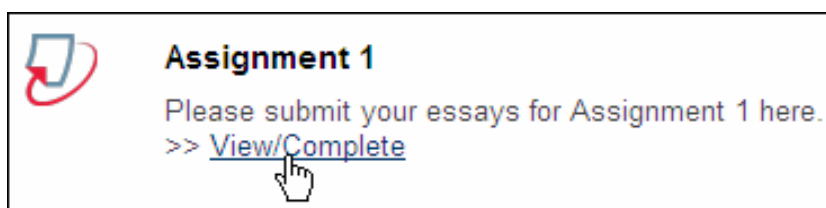
The standard means for submitting written coursework is via Turnitin. Although rare, unplanned service outages do happen. The University does not wish to see students disadvantaged by such outages and, depending on the length of the outage, may arrange for deadlines to be extended to give students reasonable opportunity to submit their work. If this is the case, a message will appear on the system to explain when service was lost and what arrangements have been made to extend your deadline. If you are at all uncertain of the arrangements, please contact Sarah Hampshire.

4 Unilearn/Turnitin

Submitting Assessment/ Assignment via Turnitin.

Instructions.

1. Log in to Unilearn, you can access "Unilearn via student portal or by typing the following address in your browser - <https://unilearn@hud.ac.uk/>
2. This will take you to the login page where you will have to enter your **username** which is your **student number** and it will ask for your password as well.
3. Once you're logged in you will land on the Unilearn welcome page and on this page you need to select **modules**.
4. Having selected modules options you should now see a list of modules you are taking.
5. Click on a relevant module link to enter that module.
6. Once you are in the module on your left hand side you will see a menu, navigate to the section called "Assignment"/ "Assessment".
7. Now you will see Turnitin assignment submission point/s please find the one that is relevant as there could be more than one submission point within a module.
8. Click **View/ Complete** link, clicking this link will take you to page where you will have to enter your details and the title of the work you are submitting.



9. Once you have completed the student details, scroll down and you will have a choice to upload a file from:
 - The computer
 - Dropbox
 - Google Drive
10. Click one of the options and then select the file you would like to upload.
11. Once you have found the piece of work you want to submit select it and click upload to upload the file.
12. Your file will then upload, once the process is complete you will see a preview of your assignment, this will give you the opportunity to check if you selected the correct file. If you have chosen the wrong file click cancel and chose a new file. If you happy with the document you have selected click submit.
13. Once the submission is complete you should see a message at the top of the page telling you that the submission was successful. This is also known as a digital receipt. A copy is also sent via e-mail. The digital receipt contains a unique submission ID number, your name, the assignment title, word count and the submission date.
14. Save the receipt and the submission ID it contains as this is the proof of a completed submission.
15. Accessing your feedback - you go back where you submitted your assignment but this time you click view and it will bring your assignment with feedback.

The VLE Team – Here to support you with Unilearn

The VLE team are here to help you. If you have any issues relating to Unilearn, reading lists and/or technical issues feel free to get in touch with them. The VLE team's contact details can be found below. Here is a brief overview of the types of things they are able to assist with:

- If you not attached to the correct module
- Unable to submit your work
- Unable to access learning resources
- Converting documents e.g. **PDF** to a **Word** document
- Need help accessing your feedback
- Any other technical issues

Telephone: 01484 473107

Email - sbusunilearn@hud.ac.uk

5 Course Structure

Postgraduate Certificate

YEAR 1 – 90 Credits	Module	Credits
	BMS0057 – The Strategic Leader	15
	BMS0058 – The Engaging Leader	15
	BMS0059 – The Leading Leader	15
	BMS0060 – Personal, Professional and Career Planning This module is not taught separately, but is integrated into all the taught modules. It comprises all your Learning Journals.	15
	<u>Postgraduate Diploma</u>	
	All of the above modules plus:	
	Module	Credits
	BMS0061 – Masterclasses	30
Year 2	BMS0062 – Leading Strategic Communication	30

MSc Strategic Communication Leadership

All of the above modules plus:

Module	Credits
BMS0063 – Applied Research Report	60

There are four 15 credit modules at the Postgraduate Certificate level. BMS0060 Personal, Professional and Career Planning is a co-requisite of the three remaining Certificate level modules and serves as a 'thread' that allows students to integrate and reflect on the knowledge developed in these modules.

There are two 30 credit modules at the Postgraduate Diploma level. The Masters level comprises a 60 credit Research Report.

Summary of Exit Points

Post-Graduate Certificate in Strategic Communication Management	60 M level credits
Post-Graduate Diploma in Strategic Communication Management	120 M level credits
MSc in Strategic Communication Management	180 M level credits

The course is delivered on a part time basis and delivery is normally expected to take place over two calendar years. The scheduling of the programme will be negotiated with each commissioning client. Modules are normally delivered sequentially.

6 Course Schedule

Inspire: A senior talent programme for GCS

Taught Course Schedule – Year 1

1 st & 2 nd May 2018 Moor Hall and Conference Centre Cookham Maidenhead SL6 9QH	
Module:	BMS0057 – The Strategic Leader - 15 Credits
Assignments ²	1. Learning Journal ¹ Hand in Date: 11 th June 2018 Individual Mark
	2. Written Report Hand in Date: 18 th June 2018 Group Mark
18 th & 19 th July 2018 Admiralty House Westminster Whitehall London, SW1	
Module:	BMS0058 – The Engaging Leader - 15 Credits
Assignments ²	1. Learning Journal ¹ Hand in Date: 20 th August 2018 Individual Mark
	2. Group Exercise (In-Class) Group exercise, with a part group mark and part individual mark based on tutor observation
7 th & 8 th November 2018 Moor Hall and Conference Centre Cookham Maidenhead SL6 9QH	
Module:	BMS0059 – The Leading Leader - 15 Credits
Assignments ²	1. Learning Journal ¹ Hand in Date: 10 th December 2018 Individual Mark
	2. Group Exercise (In-Class) Group exercise, part group mark but also peer assessed for contribution

¹The Learning Journals in aggregate constitute the assessment for the Personal, Professional and Career Planning module, worth 15 credits. The learning for this is embedded within the first three modules of Inspire.

²**You must submit your assessments on time.** If you are late you will be regarded as not submitting your work and receive no marks. If you have a valid reason for seeking an extension you **must** negotiate this **directly** and personally with Sarah Hampshire at least 7 working days in advance of the deadline. Pressure of work is not normally regarded as a valid reason for requesting an extension. See section 11.

3 rd & 4 th April 2019 Admiralty House Westminster Whitehall London, SW1	
Module:	BMS0061 – Masterclasses 30 credits
Assignments ²	1. Group Presentation Hand in Date: To be delivered on 3 rd /4 th April 2019 Group exercise, part group mark but also peer assessed for contribution
	2. Group Handbook Hand in Date: 20 th May 2019 Group exercise, part group mark but also peer assessed for contribution

On successful completion of these modules participants are eligible to proceed to a Post Graduate Diploma in Strategic Communication Leadership. You can consider whether you wish to proceed to the Diploma level when you successfully complete the Certificate level.

This is not a mandatory element of the Inspire Programme, however, it enables you to further your study in Strategic Communication Leadership on areas of priority for you and your organisation.

Taught Course Schedule – Year 2

2019	
Module:	BMS0062 – Leading Strategic Communication 60 credits
Assignments ² :	1. Project Report Hand in Date: September 2019
	2. Performance Evaluation Hand in Date: September 2019

2019	
Module:	BMS0063 – Applied Research Report 60 credits
Assignments ² :	3. Project Report Hand in Date: TBC
	4. Performance Evaluation Hand in Date: TBC

7 Submission of assessed work

It is important that you keep a copy of all of the work you submit for assessment.

Once the submission is complete you should see a message at the top of the page telling you that the submission was successful. This is also known as a digital receipt. A copy is also sent via e-mail. The digital receipt contains a unique submission ID number, your name, the assignment title, word count and the submission date.

Details on assessments for each module and the associated deadline information will be made available to you via the Module area on Unilearn.

It is Business School policy that all assessed work must be submitted electronically via Turnitin, by midnight on the published date of submission.

If you are not able to submit by the deadline, you must inform Sarah Hampshire. Depending on the circumstances, you may need to ask for an extension or submit an extenuating circumstances form.

8 Results

Although you will normally receive feedback on your assessments during the course of the year, until the marks have been agreed by the Course Assessment Board (CAB), any marks you are given will only be provisional. Once the marks have been confirmed by the CAB, the University publishes the formal results for all students online and you can access your results via the University's Student Homepage and by clicking on the My Results button.

You will already have signed a form to give permission for the University to disclose your assignment marks to the GCS Talent and Professional Development Team as this academic course is part of a wider leadership development programme supported by the Cabinet Office.

It is your responsibility to access your results promptly. This is particularly important as there are time limits for the submission of referred work or appeals – and any delay in accessing your results may mean that you miss the chance to complete referral work or ask for a review of your results. If you cannot access the results on line after the publication date, you should contact Sarah Hampshire to report your difficulties.

You are advised to print a copy of your results for your records.

If you want to request a review of your published results, there are limited grounds on which you can do so.

These can be found at <http://www.hud.ac.uk/registry/regulationsandpolicies/studentregs>

Just scroll down and click on Section 4 Assessment Regulation 7 'Appeal against a decision of an Assessment Board'.

9 Assessment

The University's vision is that assessment and feedback will inspire and challenge students to achieve. It will be clear, accessible, responsive, professional and innovative.

The University's Assessment and Feedback Strategy defines a series of expectations with regard to assessment and feedback that apply to both students and staff on all undergraduate and postgraduate taught courses and can be found at <http://www.hud.ac.uk/regs/>, just click on Assessment and Feedback Strategy.

The general principles, regulations and rules governing assessment, progression, examinations and external examiners and moderation are by relevant University regulations for Awards.

Tutor re-assessment is available on modules where indicated. See section E under the following link <http://www.hud.ac.uk/registry/regulationsandpolicies/awards/>, which shows the principles and regulations regarding your assessment, including pass marks and grading scales.

Assessment schedules, indicating the dates for assessment submission will be provided at your induction. Please refer to Unilearn sites for specific guidance on assessments e.g. the assessment criteria that apply.

It is important that the following regulations are adhered to regarding assessment word limits as penalties do apply if limits are exceeded. In essence, you will only be awarded a grade on the content of your assessment up to the word limit and anything past that will be discounted.

1. The word limit is as set out in the assessment task and is not subject to variation.
2. The limit excludes the bibliography or reference list, footnotes, appendices and details of the assessment task.
3. The mark to be awarded will therefore be that which applies at this word limit.
As stated above, all marks are provisional until they have been confirmed by a Course Assessment Board at the end of the session.

10 Progression and award regulations

The University has a standard set of assessment regulations that applies to all courses. These can be found in Appendix 1 at <http://www.hud.ac.uk/registry/regulationsandpolicies/studentregs>

Please make every effort to familiarise yourself with these regulations as you will be expected to be aware of the regulations under which you are to be assessed. If you have any queries about the regulations please ask for clarification from your Course Director (Eleanor Davies).

11 Deadlines, Extensions and Extenuating Circumstances (ECs)

Deadlines for the submission of assessed work are strictly applied.

The University recognises that sometimes there can be unavoidable circumstances which affect students' assessments. If this is the case for you, you can make use of the University's extensions and/or Extenuating Circumstances procedures.

Extensions

When can I apply for an extension?

The deadline for applying for an extension is 2 working days after the original assessment date however it can take up to 5 working days for extension requests to be responded to so you should apply in good time if you wish to request an extension.

How can I apply for an extension?

To apply for an extension please log into your Student Portal and click into the 'My Details' section where you can follow links to apply for extensions. Please ensure that you include full reasons for your extension request within the 'Supporting Statement' section of your application.

If you are unable to apply for extensions using the Student Portal please email busextensions@hud.ac.uk and we will respond to you as soon as possible.

How long an extension can I request?

We are able to approve a maximum extension of:

- 5 working days without supporting evidence and;
- 10 working days, with sufficient, independent supporting evidence.

If you think you will not be able to submit your work within a 10 working day extension you will need to submit a claim for Extenuating Circumstances (please see below).

What evidence do I need to provide?

Extensions of up to and including 5 working days do not require supporting evidence, provided that full reasons for the extension request are given. For 6-10 working day extensions students are required to provide sufficient, independent supporting evidence.

Evidence should be written, verifiable and from an independent professional (i.e. a GP/counsellor/health professional/academic tutor/disability advisor/police officer etc.). It should relate directly to you, detail the impact that the circumstances have had on you and your studies and it should relate specifically to the assessment date(s) in question. More information about acceptable evidence can be found at <https://www.hud.ac.uk/registry/extenuatingcircumstancesfaqs/>.

If you are requesting an extension of 6-10 working days and you already have your supporting evidence please email this to busextensions@hud.ac.uk including in the email your name, student number and the assessment for which you are applying for an extension. If you do not have supporting evidence at the time of submitting your extension request you can still submit it and we will request evidence from you once your extension request has been received.

What happens after I have submitted my extension request?

Once you have submitted your extension request a member of the School's Extensions/EC Team will consider your request and a decision will be emailed to your University email account.

Who do I contact if I have any queries?

If you have any queries about the extension process please email busextensions@hud.ac.uk or call +44 (0)1484 471635.

Extenuating Circumstances (ECs)

When can I submit an EC claim?

The deadline for submitting a claim for ECs is 5 working days after the original assessment date. If you are submitting a claim after this deadline you will need to outline and evidence the reasons for this within your EC claim.

How can I submit an EC claim?

To submit an EC claim you should complete an EC Claim Form and return it with all of your supporting evidence to busec@hud.ac.uk.

What evidence do I need to provide?

Evidence should be written, verifiable and from an independent professional (i.e. a GP/counsellor/health professional/academic tutor/disability advisor/police officer etc.). It should relate directly to you, detail the impact that the circumstances have had on you and your studies and it should relate specifically to the assessment date(s) in question.

More information about acceptable evidence can be found at <https://www.hud.ac.uk/registry/extenuatingcircumstancesfaqs/>

What happens after I have submitted an EC claim?

Once your EC claim has been received it will be processed by the School's Extensions/EC Team and will then be sent to the University's Registry department, where a decision will be made. Registry's decision will be communicated to you via your University email account.

What if I do not agree with the EC decision?

If you do not agree with Registry's decision you will have an opportunity to appeal against it if you wish to. Details of how to do this will be outlined in your EC outcome letter.

Where can I get more information about submitting an EC claim?

You can email busec@hud.ac.uk or call +44 (0)1484 471635.

12 Student Regulations

The University publishes a range of documentation which forms the regulations that underpin your course. For further guidance on where to access various aspects of these regulations please have a look at <http://www.hud.ac.uk/regs/index.php/index.php>

Included in the regulations is information on the Code of Conduct and the Student Charter which outline the expected responsibilities of both students and the University.

13 Intellectual Property

The default position is that postgraduate students studying on taught courses shall own all IP in their work. The University reserves the right to acquire IP from such students; it is anticipated that this is most likely to occur where a Masters project contributes to a larger commercial opportunity from the research group of the supervising academic.

14 Health and Safety

To assist in achieving a first class environment for learning, research and employment the University gives the highest priority to matters pertaining to the health, safety and welfare of its staff, students and others who may be affected by its activities and utilise its facilities. The University's Health and Safety Policy can be found at:

<https://staff.hud.ac.uk/healthandsafety/policy/>

Government premises used will align with the University requirements.

15 Raising concerns

The University makes every effort to provide you with a rewarding and stimulating learning experience but it accepts that there may be occasions when you wish to raise a concern. If you do have a concern it is important that you raise it as soon as possible so that necessary actions can be taken to resolve the situation. You may find that options for resolution are limited if you allow your concerns to continue indefinitely. You may want to discuss the issue in the first instance with a relevant tutor or the Course Director (Eleanor Davies).

The formal complaints procedure comprises three stages: an informal approach with emphasis on local resolution, a formal procedure which includes mediation, and an appeal stage. The University has a pool of Student Conciliators and you may find it useful to approach your School's Conciliator with a view to resolving your concern without the need to enter the formal complaints process. A summary of the conciliation process and a list of Conciliators can be found here: <http://www.hud.ac.uk/regs/> □

The full regulations on complaining can be found at Section 8 at the following link:

<http://www.hud.ac.uk/registry/regulationsandpolicies/studentregs> □

16 Academic Integrity

Students' responsibilities

The University regards any action by a student that may result in an unfair academic advantage as a serious offence. It is your responsibility to ensure at all times that the assessments you complete are entirely your own work and that you have used the relevant referencing technique correctly and in full. Please be particularly careful when discussing your assessments with others – it is a breach of regulations to share your work with other students. The full set of regulations which govern academic integrity can be found under Section 4, Assessment Regulations 3 and 4 at

<http://www.hud.ac.uk/registry/regulationsandpolicies/studentregs/>

If you are struggling with an assignment and need help with academic protocols in terms of referencing please contact your module tutor or the School's Academic Skills Tutor.

Please remember that making your work available to another student (even if you tell them not to copy it) may lead to an allegation of a breach of the academic integrity regulations being brought against you.

Academic Integrity Resource

The University has a software package available to all students to support them in understanding accurate referencing and the dangers of breaching academic integrity. We would strongly encourage that all students engage with and complete the activities within the resource, including the Academic Integrity Quiz, in order to highlight the dangers and implications associated to breaching the academic integrity regulations.

The Academic Integrity Quiz can be found at <http://yournextstep.hud.ac.uk/>

17 Available support for referencing

Students can contact the Learning Development Group to obtain support for academic referencing. To make an appointment please email one of the tutors with your name, course title and year of study, the module(s) you would like support with and your availability and they will get back to you. Their contact details can be found within Unilearn under the 'Learning Development Group' tab.

The University referencing standard has changed from Harvard to APA 6th <http://www.hud.ac.uk/library/finding-info/apa-referencing/apaguides/>

18 Learning Development Group (LDG)

The LDG tutors are here to work with you to improve the skills you need to succeed and flourish with your studies. It doesn't matter which subject or level you are studying, as our tutors are experienced teachers who have taught at all levels including postgraduate level.

If you find studying difficult then the LDG team can show you ways to work effectively. They won't proof-read your work but they will offer you advice on correct grammar and academic writing and they specialise in English for Academic Purposes.

Contact can be made with the Learning Development Group by using the LDG button on Unilearn or via the details below.

Chris Ireland	c.j.ireland@hud.ac.uk	01484 473023
Halina Harvey	h.harvey2@hud.ac.uk	01484 471142
Gill Byrne	g.byrne@hud.ac.uk	01484 473326

EDUCATIONAL AIMS OF THE COURSE

The MSc Strategic Communication Leadership is a rigorous academic programme aimed at developing professional communicators' skills and professional practice.

There are four overarching aims:

- To advance students' knowledge of strategic communication leadership in the context of the modern organisation and society
- To develop and extend students' professional skills in the practice of communication leadership
- To develop students' analytical skills to assist them in making informed judgements in their day-to-day practice
- To foster lifelong learning skills and personal development so that they remain professionally and ethically engaged and can work with self-direction and originality and contribute to their organisation and society at large.

To achieve these broad aims, the course has been designed in a flexible manner to ensure that each delivery meets the specific needs of each cohort. There is a coherent scaffold built about a core theoretical material onto which the delivery team will work alongside the sponsoring organisation (if any) and students to agree context-specific applications for further study. Therefore, a philosophy of co-creation is embedded within the programme in which the delivery team and participants work together to determine the most useful and appropriate field of application.

Students graduating from the programme should not only have strengthened their knowledge of theory of communication leadership, but also have critical insights into its application in their own work-based setting.

INTENDED LEARNING OUTCOMES

Knowledge and Understanding Outcomes (including Intellectual Abilities)

On completion of the course, students will be able to demonstrate

1. A systematic knowledge of the internal and external organisational setting
2. A critical knowledge of key theoretical approaches to strategic communication leadership
3. A systematic and critical knowledge of the multiple roles of communication in the organisational setting
4. A critical awareness of current issues in communication management and leadership within the organisational setting, informed by leading edge research and examples of best practice
5. A detailed and critical understanding and evaluation of the process of developing a communications strategy.
6. A reflective understanding of personal, professional and career planning and development planning.

Ability outcomes

On completion of the course, students will be able to

7. Acquire and critically analyse multiple sources data and information, evaluate its relevance and validity and synthesise a range of information in the context of new situations.
8. Understand the strategic agenda and develop an appropriate communication strategy.
9. Demonstrate appropriate skills of influence, persuasion and dialogue.
10. Deal with complex issues systematically and creatively, make sound, supportable judgements with incomplete data and communicate their conclusions clearly to a range of audiences.
11. Make and evaluate suggestions for appropriate decisions in complex and unpredictable situations.
12. Evaluate and integrate theory and examples of best practice in a wide range of organisational situations.
13. Communicate effectively both orally and in writing, using a range of media.
14. Take responsibility for continuing to develop their own knowledge and skills through learning and critical reflection on practice.
15. Conduct research into communication leadership using appropriate methodologies (Masters exit only).

All Learning Outcomes are at Level 7.