



# Delegate Handbook

## *Work Based Master Degree in Leadership Practice*

**With options for specialist areas in:**

- Leadership & Corporate Management
- Strategic Management
- Projects Management
- Operations and Performance Management
- Multi-agency and Multi-national Relationships

(Combined with a Pre-session Training Programme to support Professional Delegates from International backgrounds including those who are permitted to live and work in the UK)

**Introduced by the International Education & Training Partnership  
in association with:**

**British Education Centre  
(Accredited by Kingston University)**

**Kingston University** London



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## Welcome to the British Education Centre

Welcome to British Education Centre in Kent. We hope that you are looking forward to your Masters Programme and that you will enjoy your development journey with us and your fellow students.

The Partnership running this programme comprises academics and professionals from British Education Centre, and Kingston University Business School. This combination will give you an excellent programme that has international recognition and enhanced career prospects.

The aim of this guide is to help you understand the way things will work on the Masters Programme and to give you a clear idea of what to expect during the coming months. It can answer many of the questions you might be asking along the way, so do take some time to look through the contents.

## Introduction to the Partners

**British Education Centre (BEC)** is a branch of the International Education and Training Partnership (IETP) Limited, including Solicare (UK) for Specialist Business Guidance, Counselling & Psychotherapy. BEC works on behalf of a group consisting of British higher education, providers including colleges, universities and a variety of other academic and/or professional institutes. BEC aims to promote accredited programmes of study to UK-based professionals seeking to achieve internationally recognised qualifications by distant and/or by self-directed learning, particularly to those who are interested in continuing their higher education in the UK. BEC also provides impartial Careers Guidance for students and professionals from international backgrounds accessing British academic and vocational development pathways both within their home countries and/or in the UK.

**The University of Kingston** is London's top ranking new university, according to the Guardian (The Guardian's university league tables, May 2006). **Kingston Business School** is a long established provider of management and business education in the UK and overseas. Kingston's Management Studies Master course is suitable for professionals working in all sectors of the economy, whether you are in local government, healthcare or private-sector companies. It will provide you with the skills and qualities that you need to become an effective manager.

### Course Tutor and Mentor - Carl Taylor

Carl Taylor has been working as a business and leadership consultant since 1991. He began his career within the Shell International Group of Companies, with postings in Exploration and Production, Research and Development, Corporate Strategic Planning and New Ventures Development. Carl now works in association with a broad base of professionals that range from Chartered Accountants to Chartered Psychologists. Carl works with an extensive client list providing the following:

|                                     |   |
|-------------------------------------|---|
| Executive Coaching                  | Leadership and Management Development       |
| Building Effective Teams            | Facilitation of Action Learning Sets        |
| Developing & Managing Alliances     | Strategy, Planning & Performance Management |
| Organization Development Programmes | SME Development Programmes                  |

We all wish you a happy and successful programme.

## Programme Philosophy

Good leaders are valued and sought by all organizations. This programme has been designed for current and future leaders who will be able to benefit from its flexible design, delivery and assessment. Course participants are provided with a self-directed opportunity to apply their knowledge and skills to 'live' situations through work-based assignments or projects. This approach to learning and development brings real and immediate benefits to the individual learner and their employing organization.

Learning methods include workshop sessions, action learning sets, one-to-one coaching sessions and opportunities to present work to colleagues prior to formal assessment. This enriched development process will equip participants with the principles of good management and leadership practice and explore how these principles can be applied in your current and future work situations.

## Course Concept and Design

This Masters course is ideal for those in full-time employment because of its modular nature and work based assessment methods. The course has been developed to set a credible academic standard from which to use Business Management tools for business, leadership and consulting applications. The course leads to a Masters Degree although students may gain an exit qualification at Certificate and Diploma Levels. Your Course Tutor and Mentor will guide and facilitate your learning through the programme, which will be targeted around a personal learning contract. The programme is structured as follows:

### The Post Graduate Certificate

#### (a) Inputs

- One Induction and Reflective Learning Module
- Three Taught Modules
- Eight Action Learning Sets
- One Review and Consolidation Module

#### (b) Assessment

- Three Subject-based Action Learning Questions
- One Reflective Learning Log.

#### (c) Topic Areas

- Leadership – Part 1
- Change and Transitions
- Project Management

### The Post Graduate Diploma

#### (a) Inputs

- Four Taught Modules
- Seven Action Learning Sets
- One Review and Consolidation Module

#### (b) Assessment

- Four Subject-based Action Learning Questions

#### (c) Topic Areas

- Leadership – Part 2
- Strategic Management
- Operational and Performance Management
- Working in Multi-agency and Multi-national Environments

### The Master Degree Programme

#### (a) Inputs

Research Studies Module  
Integrative Project Module  
Guidance of Academic Supervisor  
Support of Coach/Mentor (optional)

#### (b) Assessment

Two Subject-based Action Learning Questions  
or Dissertation  
or Publishable Paper

## Reading and Resources

Initial reading lists will be provided for each module and Students will become members of Kingston University. No matter where you are you will have easy access to the University's comprehensive on-line resources – just as if you were on campus. These include several hundred e-books (electronic versions of key textbooks) and access to databases containing academic and business journals. There are also study skills resources (e.g. academic writing, referencing, etc.) available online. You can also access the physical libraries at other UK Universities.

In addition to the scheduled sessions of face-to-face interactions with the course leader(s) and with the pre-session tutors, delegates will also be occasionally contacted by video conferencing facilities both individually and in groups for supervision and study guidance. Support for delegates at international locations will be mainly by video conferencing delivered by the programme leader(s) in the UK as well as lectures delivered by local tutors.

## Pre-session training for International Delegates

To support delegates from international background who are currently working in the UK and/or whose English is a second language, a pre-session training programme for the duration of 12 weeks prior to starting the above mentioned stages. This programme will be run at a BEC designated training venue in London or at a nearby venue to the students' places of work if available and will be mostly delivered outside working hours. Delegates will develop their learning and study skills including knowledge in research and essay writing methodologies, as well as opportunities to strengthen their use of English language in related topics. Delegates at international locations will access these sessions by group video conferencing from the UK.

For those in need of additional support, intensive weekly classes in English for Academic Purposes will be recommended during the first three months.

## Entry Requirements

You will need either a bachelor degree or equivalent awarded by a recognised body, and/or substantial relevant management experience. This programme is for mature delegates only, i.e. working professionals whose ages are over 24. International delegates who apply for this programme in the UK must provide details of their current UK-based employers and living addresses as well as evidence of their permits to live and work in the UK. (Int. delegates must evidence their work experiences/qualifications)

- i) Delegates with a bachelor degree in a subject related to Management and/or Business Studies, achieved in the past 3-5 years, may be exempt from parts or all the Certificate stage
- ii) Delegates with a bachelor degree not related, but do have extensive management work experience in a 'related' field may be exempts from parts of the Certificate stage.
- iii) Delegates who are none holders of bachelor degrees, but with substantial relevant management and/or business related experiences may apply, but must complete all stages of the programme.

Decisions concerning exemptions are subject to approval and may only be put into effect once officially confirmed in writing by the university. International delegates who may be experiencing difficulties in the use of English Language will be required to attend additional support classes at extra costs, as well as complete the pre-session training programme.

## Programme Timetable

The Pre-session Programme  
July 3<sup>rd</sup> 2010 September 18<sup>th</sup> 2010

The Post Graduate Certificate  
October 2010 – June 2011  
The Post Graduate Diploma  
July 2011 – March 2012

The Master Degree  
April 2012 – December 2012

## The Staff & Professionals Supporting this Programme

**For administrative matters, your contact is Jenny Ash**

Email: [jennyash@britisheducationcentre.co.uk](mailto:jennyash@britisheducationcentre.co.uk)

Tel: +44 (0) 1843 237513



Jenny is the Accounts & Administration Manager responsible for the provision of support to all departments and particularly for students enrolled on our programmes of study. These include matters relating to the processing of applications, registrations, accommodation and finance. Jenny is supported by a skilled team of administrators and accountants who are always happy to receive any queries from the delegates or from the staff running the programmes.

**The Course Director at British Education Centre (BEC) is Hasan Hijazi.**

Email: [hasanhijazi@britisheducationcentre.co.uk](mailto:hasanhijazi@britisheducationcentre.co.uk)

Tel: +44 (0) 7917 666354



Hasan is a graduate in fields of Criminology, Risk & Security Management and is a specialist in the Management of Careers Guidance Practices. He is a registered member of the Institute of Careers Guidance and has gained extensive experience working within public sector organisations on the development of wide ranging projects and operations. Hasan also participated as member of a UN advisory team from the UK working on the assessment and modernisation of national and local Governments' operations abroad, with the aim of raising the standards of Occupations, Management and Public Services. He is currently the Director of Operations for the International Education & Training Partnership in the UK and the Chief Executive of BEC- International Academic Services. Hasan is currently participating on various research studies linked to the development of Technology and Guidance within higher education institutes and to the promotion of British academic and vocational training services internationally.

**The Lead Tutor for Post Graduate Certificate and Diploma is Carl Taylor.**

Email: [cpmtaylor@msn.com](mailto:cpmtaylor@msn.com)

Tel: +44 (0) 781 432 0424



Having qualified first as a Microbiologist and then as a Psychologist, Carl's early career spanned research in Marine Microbiology with Shell Research, corporate strategic planning with Shell International and new ventures development with Shell UK. From his foundation of internal consultancy within the Shell Group of Companies, Carl moved to independent consulting in 1991. Since then he has provided consultancy, coaching and organization development services to an extensive client list. Carl's expertise reflects his well-established business acumen in the areas of Business Strategy and Planning, Competitor and Collaborator Analysis, Organization Development, Executive Coaching, and Leadership Development. In addition to his consultancy and management development work, Carl has held non-Executive Directorships with an international manufacturing firm and a national Housing Association. He is currently a School Governor.

## The Lead Supervisor and Visiting Fellow at Kingston University is Sally Vanson.

Email: [sally.vanson@kingston.ac.uk](mailto:sally.vanson@kingston.ac.uk)

Tel: +44 (0)1225 867285



Sally is the Lead Supervisor for Kingston University and our main contact. She also works independently works with clients in the areas of Organisation Development, Leadership Development, Modelling Winning Performance™, Strategic Human Resources, and Executive Coaching at Board Level, she brings grounded, commercial insight into all her work and her pragmatic style ensures early translation into business environments and ensures transformational results. Client assignments include Handpicked Hotels, The Foreign Office, The London Stock Exchange, Astra Zeneca, Glaxo, Johnson & Johnson, HMRC, Bevan Brittan LLP, Harlequin, Mills & Boon, Dubai Chamber of Commerce, Kuwait Ministry of Education, Blackburn with Darwen Council, NHS Redbridge, and Avon and Somerset Police. Sally has recently become a Visiting Fellow at Kingston University.



**Kingston Business School, London** has extensive relationships with executives and managers in organisations in the private, public and not-for-profit sectors. The Advisory Board is a forum through which these relationships are shaped and strengthened. It is a mechanism through which the School's leadership team formally obtains external perspectives on its mission, work and reputation.

The Board is made up of highly experienced and influential representatives from the business community, as well as not-for profit organisations and academia. Its remit is:

- To provide strategic input into our portfolio of teaching, research and enterprise activities.
- To provide advice and support in enhancing the reputation and profile of Kingston Business School and Kingston Law School.
- To provide advice and support in securing and maintaining funding from external sources.

### ***Members of the Advisory Board include:***

|                       |  |                            |   |
|-----------------------|--|----------------------------|---|
| Sir Roderic Lyne      | Chair of Advisory Board  | Paul Marsh                 | President, The Law Society  |
| Michael Day           | Chief Executive, Historic Royal Palaces                              | Carl Membery               | Head of Operations, Savings, Investment and Protection, at Lloyds Banking Group |
| Patrick Dunne         | Group Communications Director, 3i                                    | Dr Tim Mescon              | President, Columbus State University  |
| Roy Fairweather       | Managing Director, Veolia Environment Campus                         | Spiros Paleoyannis         | Director, Depa SA and President, ICBS KU Alumni                                 |
| Hamish Forbes         | Global Head of Financial Markets, Barclays Capital                   | Richard Parkes             | Chairman, Prevista Ltd  |
| Anthony Hacking       | QC   | Ian Pellow                 | CEO, Throgmorton  |
| Robert Jelly          | Director of Education, Chartered Institute of Management Accountants | Doug Ross                  | Director, Square Peg International  |
| Professor Andrew Lock | Dean Emeritus, Leeds University Business School                      | Louise Round               | Director of Corporate Services, London Borough of Islington                     |
| Vahagn Manukyan       | Managing Director, Health Tech Ltd., Corporation Moscow              | Professor Peter Totterdill | Executive Director, UKWON   |
| Liz Walker            | Director, Turnaround   | Professor Penny Sparke     | Pro Vice Chancellor, Research & Enterprise                                      |

## What you can expect

As a registered delegate on this programme you are entitled to:

- Confidentiality in any ideas you share
- Impartial information and advice
- Learn in the way that suits you
- Be treated as individuals and with respect
- Have clear information that can be understood
- Make compliments and complaints
- Not be discriminated against
- Enjoy learning
- Good learning support
- Understand the key principles of good practice being taught
- Be given signposts to further learning in areas you become interested in

As a registered delegate we expect you to:

- Respect confidential comments discussed by other delegates
- Agree with the head of your organisation that you use this programme to develop your organisation.
- Attend on agreed days and be punctual
- Try out what you have learned each session and feedback your comments during the following session
- Treat others as you would wish to be treated

At the start of the programme your tutor will give you clear information about how they intend to teach the topic and what it will cover. In addition, you will be given:

- the chance for the group to discuss plans for the course with the tutor and agree any changes if appropriate
- information about the dates
- information about what to do if you cannot attend, have an accident or wish to make a complaint
- information about the centre you are studying in, including health and safety information

The tutors for this programme will:

- see that each delegate's contribution is valued equally
- take into account where possible your previous experience and existing level of ability in the subject and plan work that is suited to your needs
- plan interesting and stimulating sessions with a variety of activities, so that learning is effective and enjoyable
- give you feedback with helpful comments on how you can continue to improve
- check with you if the programme is progressing to your satisfaction

At the end of the programme we will give you information about other learning opportunities and give you the chance to provide us feedback on what you have learned. We will use your feedback to help us improve the quality of future courses.

## How and when to apply

Applications are initially received by expressions of interest from the applicants. Please forward an email to British Education Centre on [enquiries@britisheducationcentre.co.uk](mailto:enquiries@britisheducationcentre.co.uk), in which you should request for enrolment on the Master degree programmes. Please also attach the following items to your email:

- a copy of your passport
- a copy of your CV, detailing your full address and contact details, past and present academic achievements, employment history and any relevant training or courses.
- two references, one from your last academic institute and the other from your employer confirming his/her support (as this would be most preferred).
- your last achieved academic qualification with transcript
- a statement from you, of approximately half a page, providing a summary of your work experiences, reasons for wanting to study on the programme, your future plans, etc.
- confirmation of your financial capability to meet the full tuition fees or a letter from a recognised and appropriate financial source.

All applicants must participate on an initial assessment test to determine their capabilities in the use of English for Academic purposes (see also page 5- "additional support"). **Please also provide information about any English Language test results or courses attended with dates.**

This programme is **due to start in Summer 2010**, therefore it recommended that you submit your expression of interest and supporting documents now. Please note that there are limited spaces on this programme of study. Late applications may be deferred for approximately 12 months.

## Tuition Fees

If you wish to discuss any matters concerning your tuition fees or information about your financial sponsors, please contact the Course Director at the British Education Centre on 00 44 (0) 7917 666354. The tuition fees are currently confirmed as follows:

**The Tuition Fees for the full duration of the programme is: £11,543** including VAT, per international professional delegate based in the UK. (Cost of programme for UK residents is £10,433 including VAT excluding pre-session training)

**The programme will comprise of the following:**

- Pre-session Programme (from 3<sup>rd</sup> July 2010 to 18<sup>th</sup> September 2010)
- Stages 1 & 2: The Post Graduate Certificate & Diploma (from October 2010 to March 2012)
- Stage 3: The Master Degree (from April 2012 to December 2012)

## Information and Methods for Payment of Tuition Fees

| Break Down of Fees: | Year 1 (including A & B): £6,947   | Year 2 (including C) £4596 |
|---------------------|--|----------------------------|
| Yr1                 | 50% by 3 <sup>rd</sup> May 2010 to confirm acceptance, followed by 8 equal monthly payments of £435 on the 3 <sup>rd</sup> of each month (between July 2010 to February 2011)      |                            |
| Yr2                 | 50% by 3 <sup>rd</sup> August 2011 to confirm acceptance, followed by 6 equal monthly payments of £383 on the 3 <sup>rd</sup> of each month (between April 2012 to September 2012) |                            |

**You are also expected to pay separately for all books and material required for this programme.**

**Students who pay their full fees (year 1 & 2) prior to the commencement of the programme will receive a 1.5% discount of the tuition fee.**

- **Payments by electronic transfers or deposited into:**  
**Account Name:** Solicare (UK) Limited, **Branch:** Barclays Bank, **Account Number:** 90604550  
**Sort Code:** 20-17-92, **IBAN:** GB26 BARC 2017 9290 6045 50, **SWIFTBIC:** BARCGB22

- **Cheque Payments should be made to: Solicare (UK) Limited** and sent to the following address:

British Education Centre,  
Jenah House, 17 Norman Road,  
Westgate-On-Sea, Kent. CT8 8RR  
United Kingdom

- **A Direct Debit facility is also available on request.**
- **On-line Payments, visit: [www.britisheducationcentre.com](http://www.britisheducationcentre.com)** (see “Buy Now” in the Home Page)

### **IMPORTANT**

Late payments of up to a maximum of 14 days will begin to accrue daily interest (charged at 1.0% of the late monthly payment, per day). Failure to keep to your agreed instalments may lead to the termination of your placement on the programme. BEC reserves the right to terminate a delegate's placement following payment delays of up to a maximum period of 60 days, lack of attendance/ participation or for not keeping up with the full requirements of the programme. Delegates who for any reason withdraw from participating on the programme will NOT qualify for any refund and are responsible for any outstanding fees that are due prior to the termination of their placements.

**Students who experience hardship in making payments should contact the course director at BEC, on 07917 666354 immediately and before their payments fall due.**

## **Feedback and complaints**

If you feel that any of the commitments we have made in this handbook have not been met, you can speak first to your tutor. If you are unhappy with the outcome, you can take it up with the Course Director at British Education Centre.

## **Equality and Diversity**

We welcome diversity and actively promote a policy and practice of equality of opportunity, regardless of sex, gender reassignment, marital status, sexual orientation, colour, race and nationality, national or ethnic origin, religion or creed, disability, responsibility for dependents, age, membership or non membership of a trade union or political affiliation.

## **Contact us**

If you would like any further information or wish to discuss the contents of this document further, please do hesitate to contact us. Our contact details are as follows:

The International Education & Training Partnership Ltd.  
c/o BEC Administration Unit (UK)  
Tel: 01843 237513  
Fax: 01843 835557  
Mobile: 07917 66354  
Email: [enquiries@britisheducationcentre.co.uk](mailto:enquiries@britisheducationcentre.co.uk)  
Website: [www.britisheducationcentre.co.uk](http://www.britisheducationcentre.co.uk)