



PROGRAMME SPECIFICATION

KEY FACTS

Programme name	Masters in Innovation, Creativity and Leadership
Award	MSc/MA/MInnov
School	Bayes Business School
Department or equivalent	Specialist Masters Programme
Programme code	PSMINV
Type of study	Full Time Part Time
Total UK credits	180
Total ECTS	90

PROGRAMME SUMMARY

The Masters in Innovation, Creativity and Leadership (the MICL) has been designed to give you the skills to turn ideas into action. The course focuses on developing practical skills that enable you to lead change in your organisation and deliver innovation. On the course, you develop leadership skills so you can transform your organisation's ability to innovate; learn how to tap into your company's existing creative resources; and acquire practical skills that you can use in your professional and personal life. The MICL provides you with: the knowledge and skills you need to harness the creativity of your colleagues and stakeholders within and outside your organisation to deliver breakthrough solutions; the tools you need to successfully manage innovation projects and programmes and to fast-track your own career; and practical experience of a wide range of creativity and innovation processes and techniques.

The Masters in Innovation, Creativity and Leadership is strongly associated with the Interdisciplinary Centre for Creativity in Professional Practice, which, although based in Bayes has members from across City, University of London. You are taught by leading researchers, academics and guest speakers accessed through the Centre's connections with:

- School of Arts and Social Sciences
- School of Mathematics, Computer Science and Engineering
- The City Law School

You are required to take eight core taught modules in term 1 and term 2. The core

taught modules are:

- Creative Problem Solving and Leadership
- Creative Writing
- The Psychology of Creativity and Innovation
- Leading Creative Design
- Delivering Innovation
- Technologies, Creativity and Innovation
- The Law, Creativity and Innovation
- Creativity and the Creative Industries

The taught modules are delivered in two different modes: half are taught for three hours per week over a period of ten weeks, and half are taught in a more intensive format, with a total of five whole days per module, spread across the term at fortnightly intervals.

In term 3, you have two options to complete your Masters:

Option 1: A 60 credit dissertation, with a maximum of 15,000 words, leading to a qualification of MInnov, MA or MSc, depending on the subject of your dissertation;

Option 2: A 30 credit project, with a maximum of 8,000 words, taken in tandem with three 10 credit electives, selected from those listed for the course, and from other MSc courses in the Specialist Masters Programme on approval of the Course Director, leading to a qualification of MInnov, MA or MSc, depending on the subject of your Project.

This course is offered both as full-time and part-time routes.

The MICL is suitable for:

- senior and middle management who might already have a Masters-level or MBA-level qualification;
- individuals who are seeking a broad educational experience in the challenges, skills and knowledge needed to make individuals, groups and organizations more creative and innovative;
- individuals from diverse domains that include different engineering disciplines (civil, mechanical, electrical, aeronautical), business disciplines (banking and finance, accounting, shipping, transport, human resources and general management), information technologies (systems engineering, business analysis, interaction design, computing games), legal disciplines (barristers, solicitors), media (film and television, radio, newspapers), fashion (high street, catwalk), performance arts (music, dance and drama), cultural industries (museums, theatre, tourism) and the charitable sector

Aims

This programme aims to provide senior and middle managers with knowledge and skills that will enable individuals, groups and organizations to lead and behave more creatively and deliver more innovative solutions. It will give these managers an in-depth understanding of what creativity and innovation is in different domains. It will offer them a wide range of processes, techniques and tools that can be applied to deliver more

creative and innovative processes and products. It will make them aware of individual and organizational constraints on creativity and innovation, and how these constraints can be overcome in different professions. It will provide them with critical capabilities for leading groups, divisions and organizations to be more creative and innovative.

Throughout the course, where possible, lecturers will emphasise the many ethical issues that arise in the context of innovation, creativity and leadership practice. In so doing you will be encouraged to share your views with your lecturers and with your class mates, where a diversity of opinion is to be expected and encouraged.

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this programme, you will be expected to be able to:

Knowledge and understanding:

- Understand the forms creativity and innovation in different professional practices.
- Understand challenges that impede the effective leadership of creativity and innovation in organizations.
- Understand how to use imagination, memory and observation to tell stories and devise dramatic situations that can be used in creative problem solving and innovative and change processes.
- Understand managerial competencies and leadership behaviours associated with employee innovation.
- Understand the roles and advantages of creative problem solving strategies, techniques and tools in design processes and other contexts
- Understand cutting-edge computer-based technologies and how these technologies can support and facilitate creative problem solving and design, both for individuals and groups.
- Understand different styles and forms of creative performance, problem solving and learning.
- Demonstrate knowledge of the potential and the limits of the law to protect a creative output.

Skills:

- Manage (i.e. plan, monitor and control) a large individual piece of creative and innovative work to arrive at an effective outcome.
- Demonstrate effective creative problem-solving skills and innovation activities.
- Generate breakthrough ideas that transform a problem solving situation and lead to a creative and/or innovative outcome.
- Reflect and self-critique work undertaken in a specific problem area, domain or research topic.
- Individually solve problems using creative problem solving techniques.
- Demonstrate independent and creative thinking to solve complex and wicked

problems.

- Lead individuals and teams to solve problems using established creative problem solving methods and non-scientific ways of problem understanding and solving.
- Work effectively within teams to solve problems, produce creative outcomes and design solutions in business and other contexts
- Lead creative and innovative design projects within established constraints on design processes.
- Lead systematic processes for transmitting novelty into useful and valuable products and services that deliver innovation in professional practice.
- Apply intellectual property law to a creative outcome and demonstrate understanding of the use of intellectual property law prospectively and retrospectively to promote innovation.
- Solve problems and learn in an effective interdisciplinary manner that can include reflection on practice.

Values and attitudes:

- Recognize the value of creativity and innovation in professional practices.
- Demonstrate Open-mindedness: Taking personal responsibility for being open to challenging, sometimes absurd-sounding new ideas
- Encourage diversity: Showing an appreciation of differences between individuals and approaches from different backgrounds and disciplines
- Co-operate: working supportively and productively with colleagues
- Show a willingness to assess and take risks
- Distinguish between leading and following: Understanding when each role is appropriate and actively adopting that role
- Demonstrate the ability to keep moving forward when the going gets tough
- Get comfortable with paradox, metaphor and apparent chaos
- Be actively involved: being proactive and engaging in constructive dialogue with colleagues.

HOW WILL I LEARN?

You will learn via a mix of learning and teaching strategies.

In taught modules you will learn through seminars and tutorials. Fundamental concepts are introduced in seminars. Demonstrations and videos exemplify the seminar material. You will then apply the concepts in small, interactive exercises and in practical work in supervised tutorials. Opportunities are also provided for you to broaden your professional knowledge during the programme through visits to organisations in the London area.

In addition, you will engage in self-directed study to deepen your understanding, during which you will read recommended materials, engage in reflective exercises, participate in seminars and tutorials, and prepare for formative and summative assessments.

Some of the assessments and exercises will involve group work to enable you to learn how to work effectively in teams and other transferable skills.

The face-to-face teaching is supported via online tools which will also enable feedback and engagement via discussion forums and the dissemination of additional material made available to you.

For the individual project, you will learn through regular meetings with your project supervisor, in addition to self-directed study. The project is a substantial component of the degree offering you the opportunity to demonstrate comprehensive understanding of a particular specialism and a systematic and professional approach to research. It is a substantive task that requires you to investigate a relevant chosen area under the supervision of academic staff.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

Assessment is within each module, including the dissertation. There is no use of unseen examinations; however other assessment methods vary according to the nature of the material. Individual written assignments and exercises are the norm, but some modules use other methods, including individual practical exercises and group work projects. Many assessments have an element of choice, allowing students to focus on aspects of interest to them.

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade- Related Criteria are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order to achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

Feedback on assessment

Feedback will be provided in line with our Assessment and Feedback Policy and will be provided in a variety of ways throughout your course, both formally and informally, in order to support your learning.

You will normally be provided with coursework feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. The timescale for feedback on final projects or dissertations may be longer. Examination grades will be provided once they have been agreed by an Assessment Board.

More details about the feedback you can expect from individual modules and assessments will be provided by your lecturers.

The full policy can be found at:

https://www.city.ac.uk/_data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf

Assessment Regulations

In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. The programme is weighted according to the number of credits awarded for each module. Pass / Fail modules are excluded from this calculation.

The pass mark for each module is 50% and there are no minimum qualifying marks for individual components.

If you fail an assessment component or a module, the following will apply:

1. Re-Sit:

You will normally be offered one re-sit attempt.

If you are successful in the re-sit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a re-sit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the component(s) that you passed at first attempt.

2. Compensation:

Compensation can only be awarded by the Final Assessment Board and must be applied within the following limits and conditions:

Where you fail up to a total of 20 credits (15 for a postgraduate certificate), you may be eligible for compensation if:

- Compensation is permitted for the module involved (see the “What will I Study” section of the programme specification), and
- It can be demonstrated that you have satisfied all the Learning Outcomes of the modules in the Programme, and
- A minimum overall mark of no more than 10% below the module pass mark has been achieved in the module to be compensated, and
- An aggregate mark of 50% has been achieved overall.

If you receive a compensated pass in a module you will be awarded the credit for that module. The original component marks will be retained in the record of marks and your original mark shall be used for the purpose of your award calculation.

If, at the point where you have results for all taught modules:

- You have no more than 20 credits outstanding (15 for a PG Certificate), and
- The grade for this module(s) is 40% or above, and
- Your overall degree average is at least 50%, and
- If the module(s) is eligible for compensation.

Then you will **not** be required to undertake the re-sit for that module, as this will be eligible for compensation.

Please note:

- **If you fail more than 20 credits (excluding project modules), then you must retake all outstanding assessments with no exceptions.**

If you do not meet the pass requirements for a module and do not complete your re-sit by the date specified you will not progress and the Assessment Board will require that you be withdrawn from the programme.

If you fail to meet the requirements for the Programme, the Assessment Board will consider whether you are eligible for an Exit Award as per the table below.

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at:

http://www.city.ac.uk/_data/assets/word_doc/0003/69249/s19.doc

WHAT AWARD CAN I GET?

Master's Degree:

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	180	100	With Distinction	70
				With Merit	65
				Without Classification	50

Postgraduate Diploma:

	HE	Credits	Weighting	Class	% required
--	----	---------	-----------	-------	------------

	Level		(%)		
Taught	7	120	100		
				With Distinction	70
				With Merit	65
				Without	50
				Classification	
Postgraduate Certificate:					
	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	60	100		
				With Distinction	70
				With Merit	65
				Without	50
				Classification	

WHAT WILL I STUDY?

Core taught modules

The core taught component is taken in one of two standard length patterns: full-time (one year) and part-time (two years).

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Technologies, Creativity and Innovation	INM403	15	C	Y	7
Leading Creative Design	INM404	15	C	Y	7
Delivering Innovation	INM405	15	C	Y	7
Creative Writing	INM406	15	C	Y	7
The Psychology of Creativity and Innovation	INM407	15	C	Y	7
Creative Problem Solving and Leadership	INM408	15	C	Y	7
Intellectual Property Management and Law	INM409	15	C	Y	7
Creativity and the Creative Industries	INM410	15	C	Y	7

You are normally required to pass all taught core modules before progressing to the final component of the course.

Final component

For option 1 above, the final component of the MInnov involves a 60 credit dissertation, specified below, with a maximum of 15,000 words, leading to a qualification of MInnov, MA or MSc, depending on the subject of your dissertation.

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Research Methods and Individual Project	INM411	60	E	N	7

For option 2 above, the final component of the MICL involves a 30 credit project, specified below, with a maximum of 8,000 words, taken in tandem with three 10 credit electives, such as those shown below, leading to a qualification of MInnov, MA or MSc, depending on the subject of your project.

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Research Methods and Small Project	SMM293	30	E	N	7
Family Business	SMM400	10	E	Y	7
Driving Supply Chain Innovation through Technology	SMM287	10	E	Y	7
Innovation in Organisations	SMM131	10	E	Y	7
New Market Creation	SMM317	10	E	Y	7
Project Leadership	SMM288	10	E	Y	7

During term three you will be able to choose from a range of electives to personalise your experience.

This list of electives is an indication of the range of modules that can be on offer and is subject to change due to circumstances such as: enhancing or updating the quality and content of educational provision; responding to student feedback; academic staffing changes; the number of students in each programme; a lack of student demand for certain modules; or factors beyond the institution's reasonable control, such as meeting the latest requirements of a commissioning or accrediting body. For these reasons, not all the electives listed will be offered every year. New (additional or replacement) modules may also be added for these reasons.

There may also be pre-requisites for joining a module, and space and timetable availability restrictions may also apply.

The list of electives offered in a given year will be confirmed by February 1st.

TO WHAT KIND OF CAREER MIGHT I GO ON?

Students on this programme come from a wide variety of backgrounds, and may progress to an equally wide variety of positions. A number of students opt to change careers during or after completion of the programme. Students may also choose to continue their studies towards a doctoral level qualification.

If you would like more information on the Careers support available at Bayes, please go to: <https://www.cass.city.ac.uk/intranet/student/cass-careers>

WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?

There is the possibility of undertaking independent study, or the dissertation project, abroad.

WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?

Placements do not form a part of the course, but there are always opportunities for students to obtain volunteer or paid positions to enhance their experience.

HOW DO I ENTER THE PROGRAMME?

Each application is considered on its merits and is given full consideration by admissions staff.

Applicants must have a minimum of 3 years of work experience in a relevant professional domain, and normally a first or upper second class Honours degree from a UK university or a recognized equivalent non-UK qualification. Prospective students who do not have a degree may yet be eligible based on excellent work experience.

For those students whose first language is not English, the following qualification is also required:

- IELTS: 7 overall, with a 6.5 in writing

To ensure that students are properly prepared for study, and to maximise the benefit gained from the course, admissions staff will also take close account of the areas and nature of previous academic and other achievements.

Version: 7.0
Version date: March 2022
For use from: 2022-21