

Programme Specification 2017-18

POSTGRADUATE DIPLOMA IN ENTREPRENEURSHIP

1	Awarding body	University of Cambridge
2	Teaching institution	Judge Business School
3	Accreditation details	EQUIS
4	Name of final award	Post-graduate Diploma in Entrepreneurship
5	Programme title	Entrepreneurship
6	JACS code(s)	N100
7	Relevant QAA benchmark statement(s)	Business and Management
8	Qualifications framework level	7 (Masters)
9	Date specification was produced	July 2017

The Post-graduate Diploma in Entrepreneurship is delivered by Cambridge Judge Business School (CJBS). The Post-graduate Diploma is a credit-bearing qualification awarded by the University of Cambridge, and is offered at FHEQ Level 7.

The Postgraduate Diploma in Entrepreneurship is designed specifically for entrepreneurs to nurture their entrepreneurial ambitions and enable new ventures through an academically rigorous, directly relevant and highly practical learning experience.

Aims and Objectives of the Programme

The overall aim of the programme is to provide students with the critical knowledge, skills and confidence required to be successful in an entrepreneurial environment. The programme aims to:

1. Enable students to develop a critical understanding of both the theoretical and practical concepts of entrepreneurship, whilst gaining a broad perspective of the possibilities entrepreneurship has to offer
2. Develop students' ability to recognise and assess opportunities, critically evaluate ideas and build the key entrepreneurial skills to synthesise their ideas into commercial reality
3. Provide a structured framework and approach to conceptualise, research and develop a credible business case to secure the resources to start a new enterprise.
4. Enable students to make critical judgements in applying the analytical processes and tools in assessing entrepreneurial opportunities and devising and implementing appropriate strategies and tactics to develop an idea into a profitable business venture
5. Nurture entrepreneurial talent and equip students with the personal skills to lead entrepreneurial ventures which have high impact and global reach.

Learning Outcomes

On successful completion of this programme, students will demonstrate:

Knowledge and Understanding

1. comprehensive and detailed knowledge, and critical understanding, of the theories, concepts, issues and challenges related to entrepreneurship
2. in-depth knowledge and critical understanding of recognising, and addressing the challenges faced in developing entrepreneurial ventures and how and when to harness key entrepreneurial skills for success
3. critical understanding of business and management concepts, including marketing, business models, financial analysis, strategy and resource planning and the critical importance of their interplay throughout the entrepreneurial process from evaluating an opportunity to implementing a new venture
4. awareness of personal responsibility and professional codes of conduct in the entrepreneurial environment, and will incorporate a critical ethical dimension into a major piece of work

Cognitive/Intellectual Skills

1. ability to critically evaluate theories and concepts underpinning entrepreneurship as an applied area of study as evidence to support recommendations made, reviewing reliability, validity and significance
2. ability to identify, define and evaluate a concept or idea with potential for application in a new context combined with ability to increase alertness to and recognition of entrepreneurial opportunities
3. ability to demonstrate confidence and flexibility in identifying and defining complex problems in order to apply appropriate knowledge and skills to synthesise a creative entrepreneurial solution, thus carrying out the in-depth research required to support or refute the idea
4. ability to analyse new situations or abstract data using objective and logical criteria to make informed and critical judgements
5. ability to consider and respond to the practical applications and limitations of theories and concepts in the development and implementation of entrepreneurial ventures and innovative solutions

Transferable Skills

1. self-evaluation, through demonstrating confidence in the application of their own criteria of judgement, challenging received opinions, and reflecting on action; they will seek and make use of feedback
2. autonomy, through taking responsibility for their own work and critically analysing it
3. strategic and creative thinking, through demonstrating their ability to apply a strategy to an idea, project or problem to achieve an effective conclusion
4. situational analysis, through demonstrating their ability to analyse a situation or information and competently undertaking reasonably straight-forward research tasks with minimum guidance
5. communication and presentation skills, through engaging effectively in debate in a professional manner and producing detailed and coherent project reports presented in a professional and confident manner
6. problem-solving skills, through identifying and defining complex problems and applying appropriate knowledge, tools, and methods to their solution
7. leadership, management, and team work skills, through interacting effectively within a team learning group, and recognising, supporting and being proactive in the various aspects of leadership; they will demonstrate ability to negotiate in a professional context and manage conflict.

Programme Structure: Overview

The programme is offered at FHEQ Level 7, and comprises four courses. All courses incorporate individual research.

The programme involves a total of 150 face-to-face contact hours and significant interactive online learning, in addition to self-managed time for preparation, assignments, further reading and contact with faculty and speakers in lecture or workshop settings. All four courses are compulsory. Courses will be delivered through intensive residential sessions in Cambridge supported by a Virtual Learning Environment (VLE).

The programme is offered on a part-time basis. Students will normally be expected to complete the programme within 12 months. Courses should be completed in sequence.

The Post-graduate Diploma consists of:

Course 1: Entrepreneurial Awareness and Key Skills

Course 2: Opportunity Recognition and Idea Evaluation

Course 3: Preparing and Implementing the Business Case

Course 4: Managing the Early Stage Enterprise

Programme Structure: Detail

Course 1: Entrepreneurial Awareness and Skills

This course will enable students to develop a fundamental and critical understanding of entrepreneurship, and the various factors that interact in developing an idea into an enterprise venture. In addition it provides students with a solid grounding in the fundamental transferable and personal entrepreneurial skills as a basis from which to continue their personal development throughout the programme.

Course 2: Opportunity Recognition and Idea Evaluation

Students will develop critical understanding of the detailed research and analysis involved in investigating an idea as a potential entrepreneurial venture, and the key business concepts and types of information required by investors and other stakeholders in assessing the marketability and viability of an innovative idea or product.

Course 3: Preparing and Implementing the Business Case

Students will develop critical understanding and practical ability in developing a full business case and detailed business plan for the opportunity which they evaluated earlier (Course 2). This will involve synthesis of a detailed market strategy and plan, translation of the business model into a clear implementation strategy, assessment and evaluation of risks, building and utilising a robust financial model and planning and sourcing appropriate resources for implementation. In addition the course will provide grounding in more advanced personal skills such as entrepreneurial leadership, sales and negotiation.

Course 4: Managing the Early Stage Venture

This course enables students to further develop their critical understanding of the interrelationship of the numerous factors that contribute to the success and/or failure of entrepreneurial ventures, including the legal frameworks and requirements, stakeholders and their interests, human resource strategies, and developing collaborative business-to-

business partnerships. In addition it will look forward beyond early implementation, enabling students to evaluate opportunities for the enterprise to explore new directions and grow.

Delivery

The programme is delivered in three intensive residential sessions in Cambridge over a 12-month period, supplemented by instructor-led activities within the Virtual Learning Environment (VLE), both pre- and post-session. Students are required to actively participate in all in-class and VLE activities, and are normally expected to complete the programme within the stated timeframe. Each residential session consists of five days. Dates of the residential sessions will be published in course literature and promotional materials.

Teaching and Learning Methods

Teaching methods will include, but not be limited to, formal lectures, interactive seminars and workshops, discussion and networking groups, structured reading, and mentored activity. Lectures will set out concepts, conceptual frameworks and theory relating to the topics to be covered; other modes of teaching and learning are designed to enable participants to achieve the stated learning aims and objectives.

Students will be required to attend three intensive residential sessions in Cambridge. The first, consisting of five days, will set out the groundwork for Courses 1 and 2; and the second, consisting of five days, will provide a foundation for Course 3; the third, consisting of five days, will provide a foundation for Course 4. Alongside an intensive period of learning, each residential will provide opportunities for students to be immersed in the Cambridge entrepreneurial network and to make significant progress with their enterprise project. Periods of self-directed study and research between blocks of attendance will also be required; this will be enhanced through a Virtual Learning Environment (VLE), which will provide instructor-led and interactive delivery of significant course content and a collaborative learning environment to enable students and instructors to consolidate and expand upon the formally taught components.

Students will be expected to carry out significant in-depth research and analysis between taught sessions; they will be able to discuss issues with lecturers and the Programme Director through the VLE. Students will also be assigned a mentor, drawn from the Entrepreneurship Centre's pool of experienced entrepreneurs; the mentor will act as a resource to the student, and will be able to provide guidance and advice based on his or her experience as an entrepreneur. The Programme Director will oversee the mentorship component.

Assessment Methods

The course is assessed using multiple and inter-related strategies, including class tests, written individual and group assignments, development and presentation of a formal business plan, oral presentation to a panel of assessors, reflective documentation of learning and active participation in all course activities. The total word volume for the courses is equivalent to 18,000 words.

The assessment will be set to test the achievement of the learning outcomes of the programme as a whole, and will require students to draw on all elements taught in each of the four courses. The assessed pieces will be:

- (1) Enterprise project – a coherent major project, requiring students to conceptualise an entrepreneurial business opportunity, analyse and evaluate market feasibility, prepare a robust business case and devise and present strategy and implementation plans for their project (13,000 words) - 65%
- (2) Personal entrepreneurial development review – including a personal development plan and personal reflection to demonstrate and analyse progressive learning and development of entrepreneurial skills (4,000 words) – 10%
- (3) Active participation in online learning activities and discussions, assessed according to published objective criteria related to course outcomes – 10%
- (4) Active participation in the residential sessions, including oral Presentation of the Enterprise Project to assess both application of knowledge and presentation skills – 15%

Programme Requirements

Applicants will be considered for admission on the basis of interest and academic achievement. It is anticipated that this course will be of interest to post-graduate students in addition to graduates who are already in the workforce. Admission will be limited and competitive.

Applicants to the programme will:

- i. Normally be a graduate of a recognised university and have successfully completed an undergraduate degree at a minimum of 2:1 standing or above or evidence of equivalent work experience/achievement and ability to read for a Masters-level programme
- ii. Demonstrate proficiency in the English language; students whose first language is not English must be able to satisfy the current English Language Proficiency requirements of post-graduate programmes at the Judge Business School in the year in which they apply for admission to the programme
- iii. Demonstrate entrepreneurial thinking and ambition through the submission of a framework for an entrepreneurial project which will be considered as part of the application process

Progression

The pass mark for all assessed work is 50% and minimum attendance for the programme as a whole is 75%. Attendance includes active participation on the VLE as well as attendance at Residential Sessions. Students must submit the work specified for each assessment piece within all four courses. A mark of less than 50% in one of the assessed pieces may be compensated by a higher mark in the other assessment provided that the average is greater than 50%.

Students must achieve a pass mark of 50% in all four courses and an overall programme mark of 50% to achieve the award of the Postgraduate Diploma in Entrepreneurship. The award will be made on a pass/fail basis.

In cases where students do not achieve 50% in one of the courses they will have to undergo a viva in the relevant course to satisfy the examiners that they are worthy of passing. The viva will be considered as a formal examination and students are advised to ensure they are well prepared in advance to discuss both the content of the course and their assignments in detail and depth.

Is it NOT the purpose of the viva to change the student marks, therefore whether successful or not, the original mark award remains the same. If a student fails the viva, or if they do not achieve 50% in two or more courses, they will be considered to have failed the course and will be deemed to have failed the programme as a whole.

Successful completion of the Post-graduate Diploma in Entrepreneurship requires satisfactory achievement of the learning outcomes of the programme as a whole. The award will be made on a pass/fail basis. Candidates must pass all elements of the assessed tasks to be eligible for the award of the Post-graduate Diploma, the pass mark being 50%.

Indicators of quality

In 2007, the School was awarded full EQUIS accreditation from the European Foundation for Management Development. The accreditation was renewed for a further 5 years in November 2012. The School was also highly rated in the last RAE exercise.

Responsibility for the quality assurance of teaching and learning is addressed by the programme's examiners and by the School's Teaching Committee structure which includes formal student representation.

Every effort has been made to ensure the accuracy of the information in this programme specification. At the time of publication, the programme specification has been approved by the relevant Faculty Board (or equivalent). Programme specifications are reviewed annually, however, during the course of the academical year, any approved changes to the programme will be communicated to enrolled students through email notification or publication in the Reporter. The relevant faculty or department will endeavour to update the programme specification accordingly, and prior to the start of the next academical year.

Further information about specifications and an archive of programme specifications for all awards of the University is available online at: www.admin.cam.ac.uk/univ/camdata/archive.html