

Programme Specification

Programme title: Master of Science in Management

Academic Year:	2018/19
Degree Awarding Body:	University of Bradford
Final and interim award(s):	Master of Science [Framework for Higher Education Qualifications level 7] Postgraduate Certificate [Framework for Higher Education Qualifications level 7] Postgraduate Diploma [Framework for Higher Education Qualifications level 7]
Programme accredited by (if appropriate):	AMBA
Programme duration:	1 Year Full-Time
QAA Subject benchmark statement(s):	QAA Master's degree in Business and Management (2007)
Date of Senate Approval:	May 2003
Date last confirmed and/or minor modification approved by Faculty Board	February 2018

Introduction

In accordance with the University's mission 'Making Knowledge Work', the School of Management aims to provide programmes that educate the student as a manager and business specialist, and thus improve the quality of management as a profession.

This programme is designed for those who do not wish to commit to a particular functional specialism or area of business and are seeking exposure to the widest possible range of business disciplines. The programme's aim is to provide participants with the knowledge and understanding of the management theories, principles and practices as applied in business.

The programme is commensurate with the UK QAA Benchmark for a Type 2 (Career Entry) Master's Degree in Business and Management and is suitable for students from a wide range of backgrounds with first degrees in any subject from an approved university, or an acceptable professional qualification. Structured in three distinct stages (see below for further details) the programme represents 1800 hours of study or 180 UK credits, necessary for the award of a Master's degree.

On graduation from this programme the student will be able to contribute to business and society as a whole whilst applying the highest professional standards and will be capable of identifying their own professional development requirements. Equipped with the skills, knowledge and critical faculties required to operate and thrive in the contemporary business environment, the student will be ideally placed

to pursue a management career in a wide range of business and commerce environments.

Programme Aims

This programme is intended to:

- A1. Develop management professionals with a sound theoretical understanding of organisational activities and the complexities that arise in the management of these as a consequence of the interrelationships that exist between them.
- A2. Develop the student's competence in a range of analytical and personal skills necessary to enable them to make an effective and immediate contribution to the performance of an organisation in a range of functional areas.
- A3. Develop a critical awareness of the current issues affecting the discipline and embed the knowledge, skills and expertise to assist organisations in achieving a sustainable business future.
- A4. Help those with knowledge and expertise in other disciplines to make the transition to the business and management world and assist them in developing their existing skills and knowledge within the business and management context.
- A5. Provide the knowledge and skills to assist the student to take an active role in their future development as professional managers in a dynamic and changing global environment and to contribute effectively to their chosen profession.

Programme Learning Outcomes

To be eligible for the award of Postgraduate Certificate at FHEQ level 7, students will be able to:

- LO1 Explain the context in which organisations conduct their business and how the business environment influences strategic and operational decision making in a national and international context;
- LO2 Describe in detail the functional activities of a business and the difficulties and management complexities that arise because of the interrelationships that exist between them;
- LO3 Effectively communicate complex ideas clearly, both orally and in writing to a broad range of recipients;

Additionally, to be eligible for the award of Postgraduate Diploma at FHEQ level 7, students will be able to:

- LO4 Critically discuss the importance and organisational role of a specific business function and the way these affect the overall business;
- LO5 Synthesise and critically appraise emerging information and knowledge using quantitative and qualitative techniques to generate creative solutions to a range of business problems;
- LO6 Develop solutions to complex business problems through the application of appropriate theoretical models, frameworks and decision support techniques;

- LO7 Develop original solutions to complex problems, and to work cooperatively with others providing ethical leadership in effecting change;
- LO8 Develop the knowledge and skills required to practice as a professional manager through critical self-awareness and reflective practice skills;

Additionally, to be eligible for the award of Degree of Master at FHEQ level 7, student will be able to:

- LO9 Design, conduct and manage research into a range of business and management issues/activities to inform the development of business strategies.

Curriculum

The Master's degree in Management is built on a foundation of general management modules. These represent stage 1 of the programme at the end of which the student will have gained a thorough grounding in the theories and practices of the core functions of a modern business/organisation.

In stage 2, the student will take two compulsory modules: Strategic Management and Research methods and choose four additional 10 credit modules from the School's range of optional management modules. This feature of the programme is intended to provide students with the opportunity to narrow their focus and specialise in an area that particularly interests them or to expand it to encompass the widest possible range of management and business topics.

The Research Methods module will provide the student with research training in the methods, tools and techniques of business research and project management to assist them with stage 3 of the programme. This stage requires the students to undertake a personal research project assessed by dissertation, which is an extended piece of written work involving an original and in-depth investigation of a specific management issue. Examples of recent dissertations covered: Entry strategies into the UK insurance sector; The sustainability of eco-tourism in Greece; Designing a strategy for a card-based loyalty scheme in a national supermarket.

At the end of this element of the programme students will have demonstrated the ability to conduct research into practical business problems and will have the skills and knowledge to be able to operate effectively in a broad range of contemporary business environments.

Each module represents approximately 100 hours' study time of which typically 24 hours is contact time with the programme tutor(s) and the remaining 76 hours is made up of pre-reading, directed reading, preparatory work and assessment.

Postgraduate Certificate

FHEQ Level	Module Title	Type (Core/ Option/ Elective)	Credits	Semester (s)	Module Code
7	Business economics	Core	10	1	AFE7011-A
7	Accounting and finance	Core	10	1	AFE7014-A
7	Human resource management	Core	10	1	HRM7007-A

7	International business environment	Core	10	1	SIB7008-A
7	Operations management	Core	10	1	OIM7023-A
7	Marketing planning and strategy	Core	10	1	MAR7007-A

Students will be eligible to exit with the award of Postgraduate Certificate if they have successfully completed 60 credits and achieved the award learning outcomes.

Postgraduate Diploma

FHEQ Level	Module Title	Type (Core/ Option/ Elective)	Credits	Semester (s)	Module Code
7	Research methods	Core	10	2	MAL7003-A
7	Strategic management	Core	10	2	SIB7010-A
7	International finance	Option	10	2	AFE7024-A
7	Contemporary issues in accounting and finance	Option	10	2	AFE7021-A
7	Strategic accounting	Option	10	2	AFE7012-A
7	Strategic financial management	Option	10	2	AFE7013-A
7	Management of change	Option	10	2	HRM7003-A
7	Cross cultural management	Option	10	2	SIB7006-A
7	International business strategy	Option	10	2	SIB7009-A
7	Consumer behaviour	Option	10	2	MAR7011-A
7	Strategic marketing simulation	Option	10	2	MAR7010-A
7	Entrepreneurship and innovation	Option	10	2	EAE7002-A
7	European business management	Option	10	2	SIB7007-A
7	International business in emerging economies	Option	10	2	SIB7011-A
7	International marketing	Option	10	2	MAR7006-A
7	Corporate social responsibility	Option	10	2	SIB7014-A
7	Marketing Communications	Option	10	2	MAR7008-A
7	International services marketing	Option	10	2	MAR7009-A
7	Sustainable operations	Option	10	2	OIM7013-A
7	Future Technology and innovation management	Option	20	2	EAE7012-B

7	Decision support for sustainability	Option	10	2	OIM7016-A
7	Environmental management and quality systems	Option	10	2	OIM7015-A
7	International Master's Summer school	Option	10	2	MAL7004-A

Students will be eligible to exit with the award of Postgraduate Diploma if they have successfully completed at least 120 credits and achieved the award learning outcomes.

Degree of Master

FHEQ Level	Module Title	Type (Core/ Option/ Elective)	Credits	Semester (s)	Module Code
7	Dissertation	Core	60	Apr-Sep	MAL7012-E

Students will be eligible for the award of Degree of Master if they have successfully completed at least 180 credits and achieved the award learning outcomes.

The curriculum may change, subject to the University's programme approval, monitoring and review procedures.

Learning and Teaching Strategy

Teaching on the programme will be directed, supported and reinforced through a combination of formal lectures, staff/student led group discussions, personal research and guided self-study, tutorials, seminars and directed reading. These activities will all be further supported by the use of a virtual learning environment. Generally the programme will aim to integrate applied and theoretical knowledge with assessment processes that test both knowledge of the discipline and understanding of its application and limitations. To facilitate learning, lectures and seminars will typically utilise case studies and simulations. Sessions may be delivered weekly or in blocks. Small Group sessions will use case studies and simulations with oral feedback given in class. Students will be guided to suitable primary and secondary data sources and be required to conduct research and presentation exercises. Resources to support the teaching and learning activity will be provided on the University's virtual learning environment.

Assessment Strategy

The programme is summatively assessed by a mixture of written examinations, assessed coursework, case studies, group projects and [multimedia] presentations. Assessment is integrated with learning and teaching to support and demonstrate achievement of the learning outcomes for individual modules and the programme as a whole. Emphasis is placed on the feedback function of formative assessment as part of the learning, teaching and assessment strategy as a whole.

Learning outcomes 1, 2, 3, 4, 5 and 6 are focused on the acquisition of knowledge and the application of subject skills. They are assessed by a mixture of closed book

examinations and individual pieces of coursework and group work, including [multimedia] presentations.

Learning Outcomes 7, 8, and 9 are focused on the transferable skills that are so important to employability, such as communication, practical creativity and self-awareness. They are assessed by a mixture of individual coursework, group coursework, individual and group presentations (including multi-media), examination and individual coursework.

The dissertation is a capstone module assessing all learning outcomes.

Assessment Regulations

This Programme conforms to the standard University Assessment Regulations which are available at the link below

<http://www.bradford.ac.uk/aqpo/ordinances-and-regulations/>

However, there is one waiver exception to these regulations as listed below:

On completion of the taught element of the programme and at the Interim Exam Board, a student who has 50 credits or more requiring supplementary assessment will not be permitted to proceed to the dissertation stage of the programme. The decision to allow progression will only be reconsidered at the Supplementary Exam Board.

Admission Requirements

The University welcomes applications from all potential students and most important in the decision to offer a place is our assessment of a candidate's potential to benefit from their studies and of their ability to succeed on this particular programme. Consideration of applications will be based on a combination of formal academic qualifications and other relevant experience.

The standard entry requirements for the programme are as follows:

Candidates for the MSc in Management will normally have a first degree or its equivalent in any discipline from an approved higher education institution.

As the programme is delivered entirely in English, applicants must be able to demonstrate proficiency in the English language thus, UK educated students must have a GCSE grade 4 (C) or above. Non-native speakers must have a 6.5 score on IELTS test of English, or 94 in the internet-based TOEFL – exceptionally, holders of a UK degree awarded within 2 years prior to entry to the Bradford programme may be exempt from these English test requirements.

Applications are welcome from students with non-standard qualifications or mature students (those over 21 years of age on entry) with significant relevant experience.

Recognition of Prior Learning

If applicants have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University has procedures to evaluate and recognise this learning in order to provide applicants with exemptions from specified modules or parts of the programme.

Minor Modification Schedule

Version Number	Brief description of Modification	Date of Approval (Faculty Board)
1	Year and date of approval changed; EAE7003-A changed to Future Technology and Innovation Management	March 2016
2		