

Faculty of Management, Law and Social Sciences

Programme Specification

Programme title: Master of Science in Management

Academic Year:	2019/20
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:	Full-time: 12 Months (September intake)
QAA Subject benchmark statement(s):	QAA Master's degree in Business and Management (June 2015)
Date last confirmed and/or minor modification approved by Faculty Board	May 2019

Please note: This programme specification has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but changes may occur given the interval between publishing and commencement of teaching. Any change which impacts the terms and conditions of an applicant's offer will be communicated to them. Upon commencement of the programme, students will receive further detail about their course and any minor changes will be discussed and/or communicated at this point.

Introduction

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

The Master's in Management is designed to provide students with the necessary knowledge and skills business and management as well as to reflect best practice and innovative thinking and research, in order to enhance their utility and employability in this field. This programme is aligned with the People Organization and Entrepreneurship Research centre but also with inputs from all the other research centres. The programme cultivates the ethos of an engaging and inclusive learning community that is responsive to different learning styles and allows each student to develop to their full potential.

The Master's in Management is grounded in the main concepts and theories that focus on key elements of business and management and views from a strategic perspective. Experts from all research centres contribute to this programme.

The aim is to produce fully rounded managers by combining a detailed treatment of subjects concerned with the management of organisations including finance, accounting, strategy, operations management and human resource development. Throughout this programme, students will have opportunities to develop research and analytical skills, real-life problem-solving capacities, and the personal and interpersonal skills needed to succeed prepare individuals for employment. This programme will appeal to those who wish to adopt a multidisciplinary approach to their studies and are seeking exposure to the widest possible range of business disciplines.

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.

On graduation from this programme students will have developed a portfolio of work that demonstrates competence and employability and will thus be well-placed to access a range of career opportunities in management either nationally or internationally. Therefore, graduates from this programme 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, these graduates will be ideally placed to pursue a financial management career in business and commerce.

Programme Aims

This programme is intended to:

- 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.
- Develop 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.
- 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.
- 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.
- Provide the knowledge and skills to assist students 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. Students will take the following compulsory taught modules plus the Dissertation:

- 1 Strategic Management**
- 2 Marketing Planning and Strategy**
- 3 Operations Management**
- 4 Business Economics**
- 5 Human Resource Development**
- 6 Global Technology and Innovation Management**

This programme also provides the opportunity for granular personalised learning and specialism where students can take one option in Semester 2.

Awards

Postgraduate Certificate: 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: 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 Masters: 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.

Semester 1

FHEQ Level	Module Title	Type	Credit	Module Code
7	Strategic Management	Core	20	SIB7501-B
7	Marketing Planning and Strategy	Core	20	MAR7501-A
7	Operations Management	Core	10	OIM7503-A
7	Business Economics	Core	10	AFE7504-A

Semester 2

FHEQ Level	Module Title	Type	Credit	Module Code
7	Human Resource Development	Core	20	HRM7505-B
7	Global Technology and Innovation Management	Core	20	EAE7502-B
7	Cross Cultural Management	Option	10	SIB7504-A
7	Coaching and Leadership Development	Option	10	HRM7506-A
7	Accounting and Finance	Option	10	AFE7511-A
7	Corporate Financial Management	Option	10	AFE7509-A
7	Entrepreneurship and Innovation	Option	10	EAE7501-A
7	Corporate Social Responsibility	Option	10	SIB7505-A
7	International Master's Summer school	Option	10	SIB7507-A

Dissertation

FHEQ Level	Module Title	Type (Core/ Option/ Elective)	Credits	Semester (s)	Module Code
7	Dissertation	Core	60	ACYR	MAL7501-E

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

Learning and Teaching Strategy

Generally, this programme aims at integrating applied and theoretical knowledge with assessment processes that test both knowledge of the discipline and understanding of its application and limitations. The learning and teaching strategy put significant emphasis on the development of analytical, practical and interpersonal skills. Throughout the programme, students will be actively engaged in a diverse range of learning activities designed to develop your capacities for thoughtful analysis and reflective practice. Teaching on the programme will take different formats and will be directed, supported and reinforced through a combination of formal lectures, staff/student led group tasks and discussions, simulations, personal research and guided self-study, tutorials, seminars and directed reading. Sessions may be delivered weekly or in blocks.

Small Group sessions will use case studies and simulations with formative feedback given in class. Students will be guided to suitable primary and secondary data sources and be required to conduct research and presentation exercises. These activities will all be further supported by the use of a virtual learning environment.

In addition to learning within modules, personal academic tutors will support individual academic development, by helping in analysing learning needs, developing appropriate learning strategies that enable students to reflect on their own progress. Building many and varied opportunities to engage with and learn from each other into the programme is integral to fostering an inclusive learning environment.

Further, there are many opportunities to take part in exciting extra-curricular activities. The Faculty's own [Career Booster](#) professional development programme will offer opportunities to advance intellectual and employability skills (e.g. critical thinking, communication, team work, problem solving). The School of Management is a very dynamic with a diverse and active Faculty and wider University. It arranges numerous events and opportunities each semester beyond the taught modules to engage with not only academic but also policy and practitioner events and issues. These include invited speakers, seminars, workshops, activities and conferences, both off and on-campus. Please note that such off-campus learning activities may involve an extra cost to the student.

University wide there is support available for students for academic skills, information literacy and programming language learning.

Assessment Strategy

The assessment strategy for this programme is based on principles of constructive alignment, diversity and inclusion. It employs a well-developed range of formative and summative assessments tasks which are designed to help students to develop and demonstrate knowledge and understanding as well as a skill set in accordance with the learning outcomes for the programme overall and for specific modules. Our overall strategy aims to develop ability to succeed in a global context, and to assist individuals to take effective roles within them in a balanced and diverse range of assessment tasks.

The formative assessment strategy includes monitoring student's learning throughout each semester, using a range of class and seminar activities, personal tutors, project supervision and a variety of coursework, including essays, reflective notes, literature reviews, oral or audio-visual presentations, and group and individual tasks for which formative feedback is given.

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.

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. The dissertation involves carrying out an extended piece of written work involving an original and in-depth investigation of a programme-specific issue.

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:

Usual entry requirement is: a UK degree 2:2 degree or its equivalent in any discipline from an approved higher education institution. Equivalent professional qualifications will also be eligible if supported with appropriate practical experience. Further guidance can be found

<https://www.bradford.ac.uk/international/country/>

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)