PROGRAMME SPECIFICATION

Part 1: Basic Data	
Awarding Institution	University of the West of England
Teaching Institution	University of the West of England
Delivery Location	University of the West of England, Frenchay
Faculty responsible for programme	Faculty of Business and Law
Department responsible for programme	Bristol Business School
Modular Scheme Title	
Professional Statutory or Regulatory Body Links *Name of PSRB* *Type of approval* **Dates**	
Highest Award Title	MSc Business Management
Default Award Title	
Interim Award Titles	PG Diploma Business Management PG Certificate Business Management
UWE Progression Route	
Mode(s) of Delivery	
Codes	**UCAS:** **JACS:** **ISIS2:** N20B12 **HESA:**
Relevant QAA Subject Benchmark Statements	Business and Management
CAP Approval Date	28 March 2012
Valid from Date	September 2012
Valid until Date	September 2018
Version	7.2

Part 2: Educational Aims of the Programme

The programme aims to provide the students with a flexible comprehensive educational programme at postgraduate level for students seeking to follow a management career. It also provides opportunities to pursue specialist subjects that may be of particular interest.

The programme aims to provide the students with:

- a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of the academic discipline of management
- a comprehensive understanding of techniques applicable to research and advanced scholarship in the discipline of management
- originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline of management
- conceptual understanding that enables them to evaluate critically current research and advanced scholarship in the discipline of management
- conceptual understanding that enables them to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses
- the qualities and transferable skills necessary for employment requiring the exercise of initiative and personal responsibility and decision-making in complex and unpredictable situations

On completion of the programme students will be able to:

- deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences
- demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level
- continue to advance their knowledge and understanding, and to develop new skills to a high level

Part 3: Learning Outcomes of the Programme

The award route provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

Learning Outcomes	Teaching, Learning and Assessment Strategies
A Knowledge and Understanding	
A Knowledge and understanding of	Teaching/learning methods and strategies:
1. **Markets** – the development and operation of markets for resources, goods and services	*Acquisition of 1 is through:* Meeting Customer Needs-UMKCQT-15-M
	Additional support is provided through: Management Dissertation and Research Methods UMOCJY-60-M
	Acquisition of 2 is through: Meeting Customer Needs-UMKCQT-15-M
2. **Customers** – customer expectations, service and orientation	*Additional support is provided through:* Management Dissertation and Research Methods UMOCJY-60-M

Part 3: Learning Outcomes of the Programme	
3. **Finance** – the sources, uses and management of finance; the use of accounting and other information systems for managerial applications	*Acquisition of 3 is through:* Managing Finance UMAD47-15-M *Additional support is provided through:* Management Dissertation and Research Methods UMOCJY-60-M
4. **People** – the management and development of people within organisations	*Acquisition of 4 is through:* People and Organisations – UMOCQW-15-M *Additional support is provided through:* Managing Change UMOCB3-15-M, Leadership UMOCB6-15-M, Management Consultancy UMSCCW-15-M, Customer Relationship Management UMKC8M-15-M, and Management Dissertation and Research Methods UMOCJY-60-M
5. **Operations** –the management of financial, information and human resources, and operations and their impact upon organisations	*Acquisition of 5 is through:* Meeting Customer Needs-UMKCQT-15-M *and* Managing Finance UMAD47-15-M *Additional support is provided through:* Project Management UMMC9V-15-M, and Management Dissertation and Research Methods UMOCJY-60-M
6. **Communication and information technology (CIT)** – comprehension and use of relevant CIT for application in business and management	*Acquisition of 6 is through:* Meeting Customer Needs UMKCQT-15-M *and* Managing Finance UMAD47-15-M *Additional support is provided through:* Management Dissertation and Research Methods UMOCJY-60-M
7. **Business policy and strategy** – the development of appropriate policies and strategies within a changing environment, to meet stakeholder interests	*Acquisition of 7 is through:* Strategic Analysis – UMSCQV-15-M *Additional support is provided through:* Managing Change, Leadership, Innovation, Creativity & Enterprise Management Dissertation and Research Methods UMOCJY-60-M
8. **Pervasive issues** – these would include sustainability, globalisation, corporate social responsibility, diversity, business innovation, creativity, enterprise development, knowledge management and risk management.	*Acquisition of 8 is through:* Meeting Customer Needs - UMKCQT-15-M*,* Managing Finance UMAD47-15-M*,* People and Organisations - *UMOCQW-15-M and* Strategic Analysis - UMSCQV-15-M *Additional support is provided through:* Managing Change UMOCB3-15-M, Leadership UMOCB6-15-M, Project Management UMMC9V-15-M, Management Consultancy UMSCCW-15-M, Customer Relationship Management UMKC8M-15-M, Global Marketing UMKC8P-15-M, Sustainable Procurement UMMCYC-15-M, Innovation, Creativity & Enterprise UMSCUJ-15-M, and Management Dissertation and Research Methods UMOCJY-60-M

Part 3: Learning Outcomes of the Programme	
	Throughout, the learner is encouraged to undertake independent reading both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.
	Assessment: *Testing of the knowledge base is through a range of formative and summative assessment approaches (that may be individual or group based), including written coursework, presentations, and examinations* *Individual module specifications provide details of assessments.*

B Intellectual Skills

B Intellectual Skills	Teaching/learning methods and strategies:
1. being able to think critically and be creative: manage the creative processes in self and others; organise thoughts, analyse, synthesise, and critically appraise. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately	Intellectual skills are developed through all modules
2. being able to solve complex problems and make decisions; establish criteria, using appropriate decision-making techniques including identifying, formulating and solving business problems; and the ability to create, identify and evaluate options; the ability to implement and review decisions 3. numeracy and quantitative skills including the development and use of relevant business models	**Assessment:** *A variety of assessment methods is employed. Some/all test a learner's ability to demonstrate skills 1-3 through essays, reports, projects, presentations and examinations.*

C Subject, Professional and Practical Skills

C Subject, Professional and Practical Skills	Teaching/learning methods and strategies:
	Subject/Professional/Practical skills 1-7 are developed in all modules.
1. the ability to conduct research into business and management issues either individually or as part of a team through research design, data collection, analysis, synthesis and reporting 2. using information and knowledge effectively: scanning and organising data, synthesising and analysing in order to abstract meaning from information and to share knowledge 3. effective use of ICT 4. effective two-way communication: listening,	

Part 3: Learning Outcomes of the Programme

effective oral and written communication of complex ideas and arguments, using a range of media, including the preparation of business reports 5. effective performance within team environments and the ability to recognise and utilise individuals' contributions in group processes and to negotiate and persuade or influence others; team selection, delegation, development and management 6. leadership and performance management: selecting appropriate leadership style for different situations; setting targets, motivating, monitoring performance, coaching and mentoring 7. ability to recognise and address ethical dilemmas and corporate social responsibility issues, applying ethical and organisational values to situations and choices	Assessment: *Skills 1-4 are assessed directly in all modules.* *Additionally, skills 4 – 7 are assessed indirectly in all modules.*

D Transferable Skills and other attributes

D Transferable Skills and other attributes 1. high personal effectiveness 2. critical self-awareness, self reflection and self-management 3. time management 4. sensitivity to diversity in people and different situations 5. ability to continue to learn through reflection on practice and experience	Teaching/learning methods and strategies: *Skills 1-5 are developed in all modules* Assessment: *Skills 1-5 are assessed indirectly in all modules*

Part 4: Programme Structure			
MSc Business Management N20B12			
ENTRY ↓	Masters Level	**Compulsory Modules** • People and Organisations UMOCQW-15-M • Strategic Analysis UMSCQV-15-M • Meeting Customer Needs UMKCQT-15-M • Managing Finance UMAD47-15-M • Management Dissertation and Research Methods (60 credits) UMOCJY-60-M	**Optional Modules** • Managing Change UMOCB3-15-M • Leadership UMOCB6-15-M • Project Management UMMC9V-15-M • Innovation, Creativity and Enterprise UMSCUJ-15-M • Customer Relationship Management UMKC8M-15-M • Global Marketing UMKC8P-15-M • Management Consultancy UMSCCW-15-M • Sustainable Procurement UMMCYU-15-M, • Leading and Managing People UMOCB7-15-M • Group Facilitation UMOCYE-15-M • Building Effective Working Relationships UMOCQS-15-M	**Interim and Default Awards:** • PG Certificate Management • 60 credits from the programme to include at least 30 credits from the following modules: • Strategic Analysis UMSCQV-15-M • Meeting Customer Needs UMKCQT-15-M • Managing Finance UMAD47-15-M • People and Organisations UMOCQW-15-M • PG Diploma Management • 120 credits from the programme to include at least 30 credits from the following modules: • Strategic Analysis UMSCQV-15-M • Meeting Customer Needs UMKCQT-15-M • Managing Finance UMAD47-15-M • People and Organisations UMOCQW-15-M Target Award: • MSc Management 180 credits from the programme

GRADUATION

Part 5: Entry Requirements

The University's Standard Entry Requirements apply with the following additions

An honours degree (2:2 or above) from a recognised UK Higher Education institution or equivalent from a recognised overseas institution OR

At least two years in a role with management responsibility and in-house education/staff development or as a consultant/sole practitioner. Applicants may be interviewed prior to acceptance.

Part 6: Assessment

Approved to University Regulations and Procedures

Assessment Map

The programme encompasses a range of **assessment methods** including; ….. *(eg essays, posters, presentations, written examinations).* These are detailed in the following assessment map:

Assessment Map for *MSc Business Management*

		Type of Assessment*									
		Unseen Written Exam	Open Book Written Exam	In-class Written Test	Practical Exam	Practical Skills Assessment	Oral assessment and/or presentation	Written Assignment	Report / Project	Dissertation	Portfolio
Compulsory Modules	**Module No** UMOCQW-15-M							A (100)			
	Module No UMSCQV-15-M								A (100)		
	Module No UMKCQT-15-M								A (100)		
	Module No UMAD47-15-M								A (100)		
	Module No UMOCJY-60-M									A (100)	
Optional Modules	**Module No** UMOCB3-15-M								A (100)		
	Module No UMOCB6-15-M						B (50)		A (50)		
	Module No UMMC9V-15-M								A (100)		
	Module No UMKC8M-15-M								A (100)		
	Module No UMKC8P-15-M	A (100)									
	Module No UMSCCW-15-M						A (50)		A (50)		
	Module No UMSCUJ-15-M								A (100)		
	Module No UMSCYU-15-M								A (100)		
	Module No UMOCB7-15-M							A (100)			
	Module No UMOCYE-15-M							A (100)			
	Module No UMOCQS-15-M							A (100)			

*Assessment should be shown in terms of either Written Exams, Practical exams, or Coursework as indicated by the colour coding above.

Part 7: Student Learning

Teaching, learning and assessment strategies to enable learning outcomes to be achieved and demonstrated

TEACHING, LEARNING ASSESSMENT

This programme is designed in support of the University Learning and Teaching and Assessment Strategy which is designed to underpin all programmes. The vision for the strategy is that:

'We will become an inclusive and welcoming learning community, actively engaged with global society and based on values of mutual respect, critical engagement and self-awareness'

The strategy contains 6 key aims, each with a number of objectives, which are linked and build cumulatively on each other. The aims are listed below:

1. To be a university that is learning centred in all that it does.
2. To develop approaches to learning, teaching and assessment that are underpinned by shared values and ethical frameworks, sound health and safety practices and informed by research and professional practice.
3. To develop inclusive, flexible and accessible curricula, learning spaces and resources that enable personalized learning in campus, placement and work-based settings.
4. To provide diverse modes of assessment both for and of learning.
5. To develop learners who know and value themselves as open-minded, reflective and inter-dependent learners, and participants, employees, self- employed professional and entrepreneurs in global settings and as global citizens.
6. To develop self-critical learners who value others as collaborators in their learning and co-constructors of knowledge and its exchange.

The strategy is designed to be continuously evolving and provides a base for further refinement and development. An important reality check for the statements above is the extent to which students enrolled on our programmes can verify their experiences of learning, teaching and assessment in the light of the strategy aims and objectives. Feedback from students through module and programme evaluations and programme management committees is critical to the successful achievement of our vision.

The teaching and learning and assessment strategy of UWE encourages students to take responsibility for aspects of their learning and staff to take responsibility for facilitating that learning. The balance of student and staff responsibility varies according to individual student profiles, academic level and according to the nature of the learning outcomes the students are expected to meet. Ultimately, the aim of this programme is to enable students to progress to a high level of autonomy in learning and thus engender life long learning within a socially inclusive environment.

To achieve this, a variety of learning approaches have been integrated throughout the programme with an overall emphasis on active student participation. Guided learning (including lectures, tutorials, seminars, workshops, visiting speakers, on-line and networked learning, electronic workshops and conferencing, case studies), group learning and independent learning are used throughout the programme.

The teaching and learning methods used in the programme intend to challenge the existing perspectives of the students and encourage creative thinking. Thus many of the approaches used, including those that are case based, set concepts and problems in a wide range of contexts to add depth and complexity and to ensure an applied focus. Group learning approaches also challenge students in a number of ways.

Teaching is based on research literature, professional experience and significant use of debate and discussion. Through didactic pedagogy students are challenged to defend their thinking. The dissertation allows students to explore a substantial issue utilising appropriate concepts, frameworks and methodologies in a highly independent manner.

Assessment is an integral part of the teaching and learning process. The range of assessments indicated have been incorporated to:

Part 7: Student Learning

- test the students' ability to integrate concepts theories and practice;
- ascertain their learning strengths and weaknesses and continuing development needs;
- expose students to a variety of assessment methods in order to promote the growth of their life-long learning skills;
- test students' level of skills development.

The assessment strategy comprises of formal tutor assessment, informal tutor assessment and informal peer review and feedback. Formal testing of the knowledge base, intellectual, subject specific and transferable skills is through a combination of unseen and open book examinations, supervised mini-projects, essays, vivas and presentations. Informal testing of intellectual, subject specific and transferable skills is through class interaction during work on current academic research and understanding, case studies, practical exercises and experiential exercises.

The faculty supports the University's current Academic Regulations and Procedures, and its requirement for controlled conditions to apply to part of the assessment of every module. Forms of assessment commonly used in controlled and non-controlled conditions assessment are: invigilated timed assignments including examinations, presentations, in-class tests, self and peer assessments, individual and group projects and supervised mini-projects and dissertations.

LEARNING RESOURCES

All modules have teaching/learning resource guide and draw on publications and research from academic, industry and international organisation communities.

STUDENT SUPPORT AND GUIDANCE

Student support is provided by academic staff, usually module leaders, for all issues relating to the content and delivery of the module. The Programme Team (academic and administrative) provides timely, accurate and confidential advice where necessary on all aspects of the provision including that relating to fees, assessment arrangements, extenuating circumstances procedures, option choice, timetabling and so on, as well as where and how to access the support provided by the University. The Programme Director and Tutors who are also responsible for ensuring the collection of and response to student feedback using student representatives and Programme Management Committees.

Additional support is provided through library and ICT facilities.

Independent learning includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc. These sessions constitute an average time per level as indicated in the table below. Scheduled sessions may vary slightly depending on the module choices made.

Placement learning: may include a practice placement, other placement, year abroad. This constitutes an average per level as indicated below.

Description of Distinctive Features and Support

CURRICULUM DESIGN CONTENT AND ORGANISATION

The programme is designed and delivered within a postgraduate modular scheme which allows credit accumulation and flexibility.

Part 8: Reference Points and Benchmarks

The programme design reflects:

- *Subject benchmarks (QAA Unit in Business and Management - QAA benchmarks for Postgraduate Management Programmes – 2007)*
- *Descriptor for a qualification at Masters (M) level: Masters degree – extracted from the Framework for Higher Education Qualifications in England, Wales and Northern Ireland, January 2001*
- *The University's Mission Statement (UWE)*
- *University teaching and learning policies: UWE and Bristol Business School Teaching and Learning Strategy*
- *The SEEC Credit Level Descriptors 2001*
- *Bristol Business School Review of Postgraduate Programmes 2007*

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of individual modules can be found in module specifications, available on the University's website.