

University of Plymouth

Faculty of Business

Plymouth Business School

Programme Specification

MSc Business and Management

MSc Business and Management (Finance)

MSc Business and Management (International Business)

MSc Business and Management (Operations and Global Supply
Chains)

MSc Business and Management (Marketing)

Final Approved Version

August 2016

1. Final award titles:

MSc Business and Management

MSc Business and Management (Finance)

MSc Business and Management (International Business)

MSc Business and Management (Operations and Global Supply Chains)

MSc Business and Management (Marketing)

Level 7 Intermediate award title(s)

Postgraduate Diploma in Business and Management

Postgraduate Certificate in Business and Management

JACS code N200

2. Awarding Institution: University of Plymouth

Teaching institution(s): **Fontys International Business School (Sem 1 and supervision of projects)**

3. Accrediting body(ies)

N/A

4. Distinctive Features of the Programme and the Student Experience

The MSc Business and Management offers a flexible route for students, from any disciplinary background, to undertake level 7 MSc study culminating in a significant piece of independent research.

All students are initially recruited onto the general MBM. Currently the first half of the programme introduces the main functional areas of Business and Management, following which students shape their programme of study to suit their future career aspirations. They do this by choosing an elective and a research project in the area of Business and Management of their choice. The students may choose to specialise (one elective from those listed below relevant

to the chosen pathway and a project) and may thus graduate with MBM with a specialist route. The routes that have been very popular to date are *Finance*, *International Business* and *Marketing*

5. Relevant QAA Subject Benchmark Group(s)

QAA Subject Benchmark Statements for Master's Degrees in Business and Management (2007).

6. Programme Structure*

*Modules are to run in parallel.

<i>Semester One (60 credits)</i>		
HRL710A Leadership and Management Essentials	STO708 International Business Context and Finance	MKT700A Marketing & Strategy
<i>Semester Two (60 Credits)</i>		
STO704 Operations and Project Management	STO701 Knowledge Management and Decision Making	Elective Module*
<i>Summer (60 Credits)</i>		
STO711 Project		

Elective modules (Semester 2)*:

1. HRL711 Human Resources and Talent Management *suspended in 2017-18*
2. STO702 Global Supply Chain Management
3. ACF705 Financial Statement Analysis
4. ACF719 Financial Management
5. ACF703 International Finance
6. STO703 International Strategic Management
7. MKT702 Competitive Marketing Strategy *suspended in 2017-18*

8. MKT703 Innovation and New Product Development
9. ENT703 Futures Perspectives in Entrepreneurship
10. STO705 Quality Management and Lean Thinking
11. STO710 International Cooperative Strategy
12. STO709 Contemporary Organisation *suspended in 2017-18*

Specialist pathway electives:

To graduate with a specialism, students must select a relevant elective module and write their dissertation on a related topic.

MSc Business and Management (Finance) elective choices

- ACF705 Financial Statement Analysis
- ACF719 Financial Management
- ACF703 International Finance

MSc Business and Management (International Business) elective choices

- STO703 International Strategic Management
- STO710 International Cooperative Strategy
- STO709 Contemporary Organisation *suspended in 2017-18*

MSc Business and Management (Operations and Global Supply Chains) electives

- STO702 Global Supply Chain Management
- STO705 Quality Management and Lean Thinking

MSc Business and Management (Marketing) elective choices

- MKT702 Competitive Marketing Strategy *suspended in 2017-18*
- MKT703 Innovation and New Product Development

7. Programme Aims

The broad aim of the MBM programme is to develop students' management potential by developing their knowledge and understanding of the functional areas of business with a strategic management perspective, and an enterprising approach to leading and managing organisations in a complex and changing environment.

1. detailed knowledge and understanding of organisations, the dynamic external environments in which they operate, and their management, and leadership;
2. the ability to apply knowledge and understanding of business and management to complex situations to enhance decision making and management practice in general;
3. critical awareness of current trends and issues in business and management, which is informed by contemporary research and practice;
4. the ability to learn and work autonomously in the pursuit of creative strategies and business solutions;
5. a range of transferable skills relevant to a career in business and management including leadership, analytical, critical thinking, research and communications skills.

8. Programme Intended Learning Outcomes

8.1. Knowledge and understanding

On successful completion graduates should have developed knowledge and understanding of:

- the diverse nature and purpose of organisations together with their internal aspects, functions, characteristics, culture, and processes
- the complexities of the external environments that affect organisations at different levels in terms of their strategies, behaviours, management and sustainability.
- the various processes, procedures and practices that influence effective management and leadership of organisations.
- the key disciplines and functional areas of business and management

8.2. Cognitive and intellectual skills

On successful completion graduates should have developed an ability to:

- analyse and synthesise acquired knowledge and understanding of business and management to enable effective decision making within different organisational settings
- think critically and be creative through a process of analysis and synthesis of evidence, ideas, theory and concepts to facilitate the solution of complex problems
- undertake research using appropriate methods and techniques to investigate business and management scenarios and propose recommendations in a various organisational contexts
- develop an awareness of key contemporary trends and issues and their impact on the future of organisations
- critically evaluate and apply business and management theory to specific situations leading to new and enhanced approaches to management practice
- undertake a sustained business research project.

8.3. Key and transferable skills

On successful completion graduates should have developed:

- effective communication skills both written and oral, using a range of methods
- effective data collection, analysis and presentation skills
- effective management of their own time, and demonstrate the motivation and initiative needed to work independently in an ethical and responsible way
- familiarity with academic and practitioner literature sources as resources for effective management
- personal managerial capabilities in preparation for employment in a management role.

8.4. Employment related skills

On successful completion graduates should have developed:

- the ability to be adaptable and demonstrate originality, insight and critical and reflective skills so as to make informed decisions in complex and unpredictable situations;
- recognition of the need to keep developing their knowledge and skills through continued professional development, leading to a high level of personal effectiveness, critical self-awareness, and the ability to learn through reflection on practice;
- awareness of the need for change and the ability to manage it;
- the ability to work effectively as a team member, and where appropriate to lead the team employing appropriate leadership styles and approaches; and recognise and take account of any intercultural factors that may influence this.

8.5. Practical skills

On successful completion graduates should have developed:

- competence in writing reports for both practitioner and academic audiences;
- an ability to make effective use of communication and information technology;
- effectiveness in the utilisation of listening, negotiation and persuasion skills, and professional interpersonal communication skills in general;
- independent research, project and time management skills.

9. Admissions Criteria, including APCL, APEL and DAS arrangements

All applicants must have GCSE (or equivalent) Maths and English at Grade C or above.

Entry Requirements for MSc Business and Management	
BA / BSc Degree	Normal minimum entry requirements are an upper Second / 2:2 class honours degree in any discipline, or an equivalent professional qualification e.g. business and management, graphic design, psychology or sociology.
APEL	Candidates who do not possess a first degree or who have been awarded a third class honours or pass degree may be considered for the programme on the basis of previous work experience or relevant training. Candidates will be interviewed by the programme manager, and if appropriate may be required to complete an assessment to demonstrate they have the necessary knowledge and skills to allow entry. Candidates will need to complete all modules on the programme, and therefore APEL will not be considered for any modules on the MSc in Business and Management degree.
Language Requirements	Candidates will be required to be competent in English. Candidates whose first language is not English require IELTS 6.5 (with a minimum of 5.5 in each element) or equivalent in a secure English language test. If the candidate's English language does not meet the above standard, they will be given the opportunity to complete one of the University's pre-sessional English language courses.

10. Progression criteria for Final and Intermediate Awards

As per University regulations.

11. Exceptions to Regulations

No exceptions.

12. Transitional Arrangements

The common credits that form semester one allow for student transfer, in semester two, to any of the PGSM programmes that have at least 40 credits in common. Students may also transfer to other programmes in the summer period, subject to

their elective module choice and the agreement of the relevant programme leader. The possibility for transfer is very appealing for our partner institution, Fontys International Business School. This institution already serves as a very valuable recruiter of students, and they foresee that the possibility of transfer to other programmes this will lead to increased student numbers.

9. Mapping and Appendices:

Appendix One: ILO's against Modules Mapping

Appendix Two: Modules Assessment Mapping

Appendix Three: Skills against Modules Mapping

Appendix Four: Programme Relevant QAA and FHEQ Descriptors

Appendix Five: University Regulations

Appendix One: ILO's against Modules Mapping

Programme Intended Learning Outcomes Map	HRL710A Leadership and Management Essentials	STO701 Knowledge Management and Decision Making	STO708 International Business Context and Finance	NKT700A Marketing and Strategy	STO704 Operations and Project Management	STO711 Dissertation/Project	Electives
8.1 Knowledge and Understanding							
the diverse nature and purpose of organisations together with their internal aspects, functions, characteristics, culture, and processes	X	X	X	X	X	X	X
the complexities of the external environments that affect organisations at different levels in terms of their strategies, behaviours, management and sustainability.		X	X	X		X	X
the various processes, procedures and practices that influence effective management and leadership of organisations	X	X	X	X	X	X	X
the key disciplines and functional areas of business and management	X	X	X	X	X	X	X
8.2 Cognitive and Intellectual Skills							
analyse and synthesise acquired knowledge and understanding of business and management to enable effective decision making within different organisational settings	X	X	X	X	X	X	X
think critically and be creative through a process of analysis and synthesis of evidence, ideas, theory and concepts to facilitate the solution of complex problems	X	X	X	X	X	X	X
undertake research using appropriate methods and techniques to investigate business and management scenarios and propose recommendations in a various organisational contexts		X	X		X	X	X
develop an awareness of key contemporary trends and issues and their impact on the future of organisations	X	X	X	X		X	X
critically evaluate and apply business and management theory to specific situations leading to new and enhanced approaches to management practice	X	X	X	X	X	X	X

undertake a sustained business research project						X	
8.3 Key and Transferrable Skills							
effective communication skills both written and oral, using a range of methods	X	X	X	X	X	X	X
effective data collection, analysis and presentation skills	X	X	X	X	X	X	
effective management of their own time, and demonstrate the motivation and initiative needed to work independently in an ethical and responsible way	X	X	X	X	X	X	X
familiarity with academic and practitioner literature sources as resources for effective management	X	X	X	X	X	X	X
personal managerial capabilities in preparation for employment in a management role.	X	X			X	X	
8.4 Employment Related Skills							
the ability to be adaptable and demonstrate originality, insight and critical and reflective skills so as to make informed decisions in complex and unpredictable situations	X	X			X		X
recognition of the need to keep developing their knowledge and skills through continued professional development, leading to a high level of personal effectiveness, critical self-awareness, and the ability to learn through reflection on practice	X				X		
awareness of the need for change and the ability to manage it	X	X			X		
the ability to work effectively as a team member, and where appropriate to lead the team employing appropriate leadership styles and approaches; and recognise and take account of any intercultural factors that may influence this	X	X	X		X		
8.5 Practical Skills							
competence in writing reports for both practitioner and academic audiences	X	X	X		X	X	X
an ability to make effective use of communication and information technology	X	X	X	X	X	X	X
effectiveness in the utilisation of listening, negotiation and persuasion skills, and professional interpersonal communication skills in general	X	X	X			X	
independent research, project and time management skills.	X	X			X	X	

Appendix Two: Modules Assessment Mapping

Assessment Method	HRL710A Leadership & Management Essentials	STO701 Knowledge Management and Decision Making	STO708 International Business Context and Finance	MKT700A Marketing and Strategy	STO704 Operations and Project Management	STO711 Project Dissertation	Electives
Poster			x				
Presentation	x	x					
Applied Project	x	x		x	x	x	
Time Constrained Test			x				
Management Report		x	x	x			x
Problem-Solving Case Study					x		x
Reflective Log	x						
Portfolio	x						

Appendix Three Skills against Modules Mapping

Skills	HRL710A Leadership & Management Essentials	STO701 Knowledge Management and Decision Making	STO708 International Business Context and Finance	MKT700A Marketing and Strategy	STO704 Operations and Project Management	STO711 Project Dissertation	Electives
Academic Literacy (reading/note taking etc.)	x		x			x	
Data Analysis & Interpretation		x	x	x	x	x	x
Evaluation Techniques		x		x	x	x	
Essay / Report writing	x	x				x	
IT/Digital Literacy		x	x	x		x	
Presentation Skills	x						x
Project Planning & Management	x	x			x	x	x
Research Skills		x	x	x		x	
Team Working	x	x	x				x
Time Management	x	x	x	x	x	x	x

Appendix Four:

Programme Relevant QAA and FHEQ Descriptors

The QAA and FHEQ level descriptors that are relevant for a specialist master's degree in business management are outlined below.

QAA Benchmark Standards demonstrated during the programme:

- a systematic understanding of relevant knowledge about organisations, their external context and how they are managed
- application of relevant knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation
- a critical awareness of current issues in business and management which is informed by leading edge research and practice in the field
- an understanding of appropriate techniques sufficient to allow detailed investigation into relevant business and management issues
- creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in business and management
- ability to acquire and analyse data and information, to evaluate their relevance and validity, and to synthesise a range of information in the context of new situations
- conceptual understanding that enables the student to:
 - evaluate the rigour and validity of published research and assess its relevance to new situations
 - extrapolate from existing research and scholarship to identify new or revised approaches to practice
- ability to conduct research into business and management issues that requires familiarity with a range of business data, research sources and appropriate methodologies, and for such to inform the overall learning process
- ability to communicate effectively both orally and in writing, using a range of media

- operate effectively in a variety of team roles and take leadership roles, where appropriate.

QAA Benchmark Standards graduates should be able to demonstrate once in professional practice

- consistently apply their knowledge and subject-specific and wider intellectual skills
- deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to a range of audiences
- be proactive in recognising the need for change and have the ability to manage change
- be adaptable, and show originality, insight, and critical and reflective abilities which can all be brought to bear upon problem situations
- make decisions in complex and unpredictable situations
- evaluate and integrate theory and practice in a wide range of situations
- be self-directed and able to act autonomously in planning and implementing projects at professional levels
- take responsibility for continuing to develop their own knowledge and skills.

FHEQ descriptors for a higher education qualification at

The descriptor provided for this level of the framework is for any master's degree which should meet the descriptor in full. This qualification descriptor can also be used as a reference point for other level 7 qualifications, including postgraduate certificates and postgraduate diplomas. Master's degrees are awarded to students who have demonstrated:

- 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 their academic discipline, field of study or area of professional practice

- a comprehensive understanding of techniques applicable to their own research or advanced scholarship
- 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
- conceptual understanding that enables the student:
 - to evaluate critically current research and advanced scholarship in the discipline
 - to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses.

Typically, holders of the qualification will be able to:

- deal with complex issues both systematically and creatively, make sound judgments 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.

And holders will have:

- the qualities and transferable skills necessary for employment requiring:
 - the exercise of initiative and personal responsibility
 - decision-making in complex and unpredictable situations
 - the independent learning ability required for continuing professional development.

Appendix Five – University Regulations

Available at: <https://staff.plymouth.ac.uk/acregsc/acadregs/intranet.htm>