



Programme Specification

Programme title: MSc in European and International Business Management

Academic Year:	2017-18
Degree Awarding Body:	University of Bradford
Partner(s), delivery organisation or support provider (if appropriate):	Audencia-Nantes Ecole de Management; Deusto Business School
Final and interim award(s):	[Framework for Higher Education Qualifications (FHEQ) level 7] MSc
Programme accredited by (if appropriate):	Officially recognised by The Ministry of Education of Spain
Programme duration:	Full time:14-16 months
QAA Subject benchmark statement(s):	Business and Management
Date of Senate Approval:	March 2012
Date last confirmed and/or minor modification approved by Faculty Board	April 2016

Introduction

The European and International Business Management (EIBM) programme, also known as EMP (European Management Programme, its initial title) is an established programme built upon a long standing co-operation between the three member institutions of a consortium consisting of Universidad de Deusto Business School (Bilbao), the University of Bradford (Faculty of Management and Law, Bradford) and Audencia - Nantes Ecole de Management (Nantes). This trilingual, tripartite, multicultural programme was set up in 1990.

The MSc European and International Business Management (EIBM) is an inter-university postgraduate programme providing general business and management education to build on students' previous educational backgrounds. It covers all the main areas of Business Administration (Finance, Marketing & Logistics, Strategy, General Management, Socio-economic Context, Human Resources and Corporate Social Responsibility) with a very specific focus on European, international and multicultural organizations. At the same time, it develops and consolidates a broad linguistic ability with an emphasis on developing competence in the use of specialised terminology in business and economics. It also gives students an international experience through living and studying in three countries, in multicultural environments, and through a compulsory internship. The programme duration is between 14 and 16 months and is delivered in three prestigious European HEIs, in France, Spain and the UK: Audencia – Nantes Ecole de

Management (Audencia), Deusto Business School (Universidad de Deusto, Bilbao), and the University of Bradford, Faculty of Management & Law (Bradford). Effective communication in a business context is an important element of the programme, thus each partner delivers its part of the programme in its official language. Consolidation of learning through practice is also a key objective of the programme, which is facilitated through internships. Students on the EIBM can expect to graduate with theoretical and practical knowledge of management as it is conducted in a European and international business environment developing the communication skills necessary to make an immediate and effective contribution in a European and international context.

In accordance with the University's mission of 'Making Knowledge Work', the School of Management aims to provide programmes that educate individuals as managers and business specialists, and thereby improve the quality of management as a profession. As part of this mission, Bilbao, Nantes and Bradford have cooperated academically since 1994 in this joint programme.

Joint award

Students completing the programme are eligible for a joint award from the three participating institutions.

Further, specific, criteria concerning admissions and eligibility for the award of MSc in European and International Business Management is specified below.

Under this arrangement, each institution is responsible for the delivery of a proportion of the degree equivalent to one third of the programme content (see below for details). The modules delivered by each institution are subject to annual review and agreement by the three institutions. The three institutions have joint responsibility for the quality assurance of all components of the programme.

European and international nature of the programme

The MSc EIBM programme is international in essence and geared towards European and international business management. The teaching faculty is international in composition. Whilst the majority of EIBM students come from two European countries, Spain and France, there is also a strong South and Central American presence, as well as students coming from various European countries, Northern Africa, China and Taiwan. Since the early 1990s, over 1,000 professionals of more than 40 nationalities have followed the EIBM programme. This great cultural diversity is a fundamental component of the course, which aims to achieve complete immersion in a multicultural context.

A particular feature of this joint programme is its absolute reliance on student mobility, as students are systematically required to study in each of the three partner institutions. This programme allows students to acquire an advanced knowledge of how to manage an organisation in a European and international context. Participants develop their managerial skills in three different European countries and languages, gaining awareness of the economic, social and cultural differences between the three countries and developing skills that will enable them to adapt successfully to different environments and business cultures within the Single European Market and worldwide. There is also an emphasis on developing competence in the use of technical language in business, management,

accountancy and economics. Participants also interact for at least nine months of the course with students from different countries, cultures, fields of expertise and working experience, building the fundamentals for a global career.

Programme Aims

The programme is intended:

- To allow students to develop their professional career at European and international level and become operational in an English, French or Spanish-speaking working environment through the acquisition of a rare combination of skills and competence;
- To focus on the management of organisations, either in private companies, public institutions or non-profit oriented organisations within an international context. Its objective is to ensure that successful students are able to promote and lead the development of projects, businesses and organisations, specifically those linked to international or multicultural activities;
- To contribute to organizations' efforts to improve long-term competitiveness in a globalized market in a responsible and ethical way;
- To combine the proficient use of managerial skills with advanced oral and written expression in three European languages and a sound knowledge of the corresponding three business cultures as critical enabling factors for a successful career in European and international organisations; i.e. to provide participants with the managerial, linguistic and cultural knowledge and skills that will allow them to add high value in international and multicultural organizations.

Programme Learning Outcomes

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

LO1: Describe the core functions in management and of current trends affecting the world of business at European and international level;

LO2: Demonstrate a broad but rigorous understanding of the concepts, constructs and frameworks applicable to a business context and of the tools and techniques used to support decision making;

LO3: Describe the activities of European and international business and the practical implications that cultural differences can bring to business conducted across national boundaries, with particular reference to the three business cultures at the core of the programme;

LO4: Critically appraise current research and advanced scholarship in management to support the formulation of solutions to contemporary European and international business problems;

LO5: Communicate complex ideas in Business, Management and Economics in three key business languages;

LO6: Exercise a personal and critical understanding of sustainability and be able to make business decisions, taking into account the complexity of the sustainability agenda in its broadest sense;

LO7: Show adaptability and originality in tackling and solving problems, and the ability to work and interact cooperatively with others in all three languages and business cultures of the course and provide ethical leadership in bringing about strategic transformational change;

LO8: Demonstrate their ability to be professionally and culturally operational in cross-cultural contexts;

LO9: Demonstrate their ability to be linguistically operational in cross-cultural contexts.

The MSc EIBM has a 90 ECTS workload that typically covers the period from October of any given year until December of the following year. An extension of this period may occur if the student is not able to end his/her internship by the 31st December. The distribution of the 90 ECTS credits by thematic area is as follows:

Curriculum

Thematic Area	Period	Core	ECTS
<i>Finance</i>	October-March	C	7
<i>Marketing & Logistics</i>		C	7
<i>Socioeconomic & Legal aspects</i>		C	5
<i>Management of Organizations</i>		C	8
<i>Strategy</i>		C	6
<i>Business Languages & Culture</i>		C	6
<i>4 Modules (Bradford)</i>	April-July		15
<i>Dissertation</i>	December-July		6
<i>Internship</i>	July-December		30
Total			90

39 ECTS credits consist of compulsory modules, which are taught during the first 6 months in Deusto-Bilbao and Audencia-Nantes. 15 credits are modules taught during the Spring period at Bradford. Students must simultaneously prepare a dissertation (6 ECTS) for which the specific details are provided. The modules below are the core modules studied at Deusto and Audencia in 2015-16. Programme content, however, is subject to an annual review and therefore may differ.

Compulsory modules are grouped by thematic areas (Finance, Marketing & Logistics, Socioeconomic & Legal aspects, Management of Organizations, Strategy, and Business Language & Culture). Because the majority of participants do not hold a previous degree in Business Administration or related fields, the modules in the first period (October-December) provide the foundations of knowledge and understanding that are progressively developed through the addition of more complex theories and cases relevant to the management of international organisations.

The second term (January-March) offers more advanced modules, that enable students to address and solve real issues presented as case studies of international companies using management tools with a sound technical basis.

The third term (April-July) is spent in Bradford. Part 3 of the programme is a period of specialisation during which students select 4 modules from the list below:

From December until the beginning of May students work on a dissertation under the supervision of the three Programme Directors from the three partner institutions.

Students are required to do a tutored internship of three to six months in a country of their choice but not their country of origin.

Degree of Master

FHEQ Level	Module Title	Type Core/ option/ elective	Credits	Study Period	Module Code
7	Managerial Leadership	Option	10	2b	HRM7001-A
7	Corporate Finance	Option	10	2b	AFE7007-A
7	Management Consulting	Option	10	2b	OIM7012-A
7	Corporate Marketing	Option	10	2b	MAR7003-A
7	Entrepreneurship	Option	10	2b	EAE7001-A
7	E-Business	Option	10	2b	OIM7006-A
7	Global Supply Chain Management	Option	10	2b	OIM7007-A
7	Mergers and Acquisitions	Option	10	2b	AFE7010-A
7	European Business Management	Option	10	2b	SIB7007-A
7	Management of Change	Option	10	2b	HRM7002-A
7	International Marketing	Option	10	2b	MAR7004-A
7	Business Simulation	Option	10	2b	SIB7001-A
7	Project Management	Option	10	2b	OIM7011-A
7	International Financial Management	Option	10	2b	AFE7006-A
7	International Master's Summer School	Option	10	2b	MAL7004-A

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 the University's virtual learning environment (VLE).

Workshops will provide students with opportunities for formative assessment and feedback to support students in the development of studies. Small group sessions will use case studies and simulations with verbal feedback given in class. Students will be made aware of the different sources of data required to conduct research. Resources to support the teaching and learning activity will be provided on the University's VLE.

Project work is integral to the programme's learning and assessment. The programme concludes with an in-depth individual research project focused on transferring and assessing the impact and implications of learning from the programme to real world concepts.

The internship provides an opportunity to apply the learning in a European/International business context, which is required to meet LO9 and indirectly supports learning outcomes such as LO3 and LO7.

Assessment Strategy

The programme can be assessed by a mixture of written examinations, assessed coursework, 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.

Group work and presentations are used to assess a student's leadership and communication skills (LO5 and 7). Individual assignments and written reports are used to assess a student's knowledge and understanding (LO1, 2 and 6) their ability to conduct personal research, to synthesise ideas and information, critically evaluate options and present solutions (LO4). Case studies and business simulations are used to assess a student's understanding of a body of knowledge (LO1, 2 and 3), and to show adaptability and originality in tackling and solving problems (LO7). The dissertation is used to assess students' overall capacity to apply contextual learning (LO9) and mastery of a specialist area (LO3 and 6), whilst a viva provides an additional means of assessing the depth of understanding acquired and fluency in languages and communications (LO5).

Assessment Regulations

This Programme conforms to the standard University Regulations which are available at the following link:

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

In order to obtain the joint award by the three institutions (Audencia, Deusto and Bradford) students must:

- Have a weighted average over 50% in each thematic area.

- Do not have a mark below 35% in any single module.
- Do not have more than two marks between 35% and 39%.
- Have a mark equal or superior to 50% in modules amounting to at least 90% of the ECTS credits taught in Audencia, Deusto and Bradford (hence, excluding the internship).
- Have completed and passed the internship.

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.

Candidates must fulfil the following criteria in order to be considered for enrolment on the programme:

An official university degree (all academic areas, without restriction, are admitted) whereby the country of origin validates it to enrol for a postgraduate Master's.

Previously obtained undergraduate and postgraduate degrees must amount to a minimum number of credits of 240 ECTS (or equivalent in non-European institutions) or 180 ECTS plus two years' relevant work experience (in lieu of 60 credits ECTS).

Fluent knowledge of 'at least, two of the working languages (Spanish, French, English) of the joint programme. Candidates must show at least C1 advanced proficiency level in English (according to CEFR classification) and in at least one of the two other working languages of the programme (French and/or Spanish). Some flexibility may be shown in the third language (either French or Spanish) if there is a clear commitment by the student to improving his/her language skills in this language prior to starting the Master's.

A personal statement demonstrating motivation/commitment to the programme.

Applications made to the programme can be submitted to any of the three Institutions. These applications, once received, will be assessed against the admissions criteria by the Programme Director, assisted by the admissions or programme administrator at each Institution.

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

English language requirements:

If evidence of proficiency in English is needed, applicants will be required to achieve the following minimum scores in one of these recognised tests:

IELTS: 6.0 overall, with no more than one sub-test at 5.0 and no other sub-test below 5.5, and successful completion of an additional six week English pre-session course taught by the University of Bradford, which must be completed prior to the start of the course; or IELTS: 6.5 overall, with no sub-test less than 5.5; or Internet-based TOEFL: 94 overall, with minimum scores of Listening 17, Reading

18, Speaking 20, Writing 17); or PTE-A (Pearson Test of English-Academic): 60 overall, with no sub-test less than 51.

Candidates who are not citizens of the European Union will also be subject to further requirements imposed by the government for the issue of a student visa. Please check the UK Home Office website for the most up-to-date information, as these requirements are subject to change.

Candidates who do not meet the IELTS requirement can take a pre-sessional English course at one of the three EIBM partner institutions.

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	Reworded to be more concise. Admissions information brought in line with that stated on the web.	Chair's action 15-04-16