

Faculty of Management, Law and Social Sciences

Programme Specification

Programme title: MSc in Applied Management and Entrepreneurship

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

Introduction

This exciting MSc programme aims to equip the student as a forward thinking graduate with the skills needed to be more enterprising and innovative in their future careers, either as entrepreneurs in their own business or as innovators in large organisations or small and medium sized enterprises (SMEs). By their nature, businesses of all sizes need enterprising staff with a wide range of knowledge and skills.

This programme is specific to the Faculty of Management and Law. The teaching is informed by knowledge of our members in the BRITE research centre, led by internationally recognised researchers in entrepreneurship, innovation and technology. The links with the BRITE centre give students the most advanced and up to date knowledge in entrepreneurship. On graduation from this programme, they will be able to apply new knowledge and skills in a wide range of business and entrepreneurial environments. The programme is designed with an effective structure which starts from January to facilitate a smooth progression from undergraduate studies and it ends in March the following year to allow sufficient time for enterprise project development (graduation in July without needing a visa extension, if a non-EU resident).

The aim of this programme is to provide an integrated course that focuses on the application of management and entrepreneurship knowledge and skills that help the student to achieve entrepreneurial aspirations. The combination of entrepreneurship and advanced management theory and practice will provide them with a unique portfolio of skills and knowledge.

Enterprise and innovation skills are fundamental to the development of economies throughout the world and are highly sought after by employers in all types and sizes of organisations. Entrepreneurship forms a key part of the Higher Education agenda and the University of Bradford has a track record of research innovation leading to entrepreneurial activity through a mix of spin-out companies, commercial activities and not-for-profit ventures led by both students and staff.

The programme will enable students to advance their knowledge and understanding of management, learn how to identify business opportunities, and turn ideas into reality. Students will benefit from an enterprise business centre that will provide practical help in setting up their own business should they choose to do so.

The programme will provide students with specialist knowledge of entrepreneurship and innovation along with the capacity to translate that into practical action. Students will be taught how to identify, commercialise and protect enterprising ideas and innovations. The capstone of the MSc will be an “Enterprise in Practice” project, which is a practical exercise in bringing an idea to market, supervised by experts from the School of Management. The topic and scope for the Enterprise in Practice Project are negotiated to suit the student’s individual needs and interests. Whether they are looking to set up their own business or have ambitions to be an innovator in a large organisation internationally, the MSc in Applied Management and Entrepreneurship will set them apart.

The programme is commensurate with the UK QAA Benchmark for a Type 1 specialist Master’s degree in business and management and is suitable for students from a wide range of business and management backgrounds from recognised higher education institutions or equivalent professional qualifications and relevant work experience.

Programme Aims

The programme is intended to:

- Develop the student as an enterprising professional with a sound understanding of new businesses and new organisations, and the external and internal contexts within which they operate.
- Help the student to develop competences to realise their entrepreneurial ambitions and act as an “agent for change” either as an entrepreneur or as an enterprising employee, who understands the functions and environment of organisations.
- Develop advanced management and entrepreneurial skills to enhance their potential and to enable the student to pursue a career in management or entrepreneurial practice.
- Build the students critical understanding of innovation, and related legal, societal and ethical issues , and their importance in rapidly developing markets and addressing sustainability challenges.

- Develop personal transferable skills to enable the student to work co-operatively, constructively and effectively so that they can encourage innovation in business or academic environments.
- Develop the students critical reflective skills to enable them to reflect on their own performance and the impact of their actions in order to manage their own professional development.

Programme Learning Outcomes

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

- LO1 Demonstrate a comprehensive and critical understanding of advanced concepts, principles and theories underpinning management and entrepreneurship.
- LO2 Identify issues and opportunities and develop solutions to complex problems through the application of management and entrepreneurship principles and appropriate theoretical models.
- LO3 Explain the context in which organisations conduct their business and how the business environment influences entrepreneurial decision making.
- LO4 Effectively communicate complex ideas clearly, both orally and in writing to a broad range of recipients.
- LO5 Develop the knowledge and skills required to innovate and act entrepreneurially through critical self-awareness, networking and reflective practice.
- LO6 Work co-operatively and effectively within a team to creatively develop and evaluate original entrepreneurial ideas.

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

- LO7 Design, conduct and manage research into a range of business and management practices to inform the development of business ventures and strategies.
- LO8 Synthesise and critically appraise emerging information and knowledge using quantitative and qualitative techniques to generate creative solutions to a range of entrepreneurial opportunities.
- LO9 Critically evaluate the key issues in establishing, financing and sustaining new ventures
- LO10 Critically analyse and appraise the challenges relating to sustainability and opportunities for innovative solutions.

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

- LO11 Formulate strategies for successful research and implementation of an innovative or entrepreneurial idea that is relevant to the current context.
- LO12 Demonstrate the organising and project management skills to manage a large, complex task.

Curriculum

The Master's degree in Applied Management and Entrepreneurship develops advanced skills in management that enables the student to act entrepreneurially. The programme is organised around stages of 60 credit modules. Stage 1 begins in Semester 2 and emphasises advancing critical knowledge of management and entrepreneurship, in core modules in technology and innovation management, entrepreneurship and innovation, strategic marketing and applied intellectual property and environmental law, along with options from a wide range of management electives. In Stage 2 – Semester 3, students will take further modules aimed at developing critical skills in management, entrepreneurship and research. International cases studies are used throughout the teaching and learning activities to prepare them for a career in the global environment.

The Entrepreneurial Mindset module runs across the first two stages - Semester 2 and 3 and fosters entrepreneurial perspectives for recognising, evaluating and pursuing opportunities in an entrepreneurial manner. It underpins and supports learning in all the other modules (Stage 1 and 2) and provides opportunities to work together with peers in learning sets. The Team-Based Company Projects module will help students to understand real world issues from an entrepreneurial perspective and will involve projects with both larger and smaller/new start businesses and social enterprises that offer cooperative learning experiences. The projects in the Team-Based Company Projects module will support the students to develop practical skills, such as problem solving, presenting, project management, collaboration, communication and research. It will prepare them for their Enterprise in Practice Project. The Applied Business Research module introduces students to the methods, tools and techniques of business research and project management relevant to entrepreneurship. Students will apply their research skills in the Team-Based Company Project first, preparing them to design, define, scope and plan their Enterprise in Practice Project.

The final stage – Semester 1 and 2 of the MSc programme requires students to undertake a supervised personal Enterprise in Practice Project. The idea for the project will come from the student, and their supervisor will assist them to shape it into a manageable project. The project could include, for example, an original and in-depth investigation of an entrepreneurial idea or innovation, or a plan of how to turn an idea into a sustainable business. The project will be assessed on an individual basis and students will be able to negotiate individual objectives that are appropriate to them. The 60 Credit Enterprise in Practice Project will represent approximately 600 hours of study time.

On completion of this element of the programme students will have demonstrated the ability to conduct research into real entrepreneurial problems, to negotiate terms and to pitch ideas. Throughout the programme, they will be engaged with real companies, entrepreneurs and innovators.

The taught modules (see the table below) cover the learning outcomes for the Postgraduate Certificate and Postgraduate Diploma qualification.

Postgraduate Certificate

FHEQ Level	Module Title	Type (Core/option/elective)	Credits	Semester	Module Code
7	Strategic Marketing (Simulation)	Core	10	2	MAR7010-A
7	Entrepreneurship and Innovation	Core	10	2	EAE7002-A
7	Future Technology and Innovation Management	Core	20	2	EAE7012-B
7	Entrepreneurial Mindset	Core	20	2-3	EAE7008-B

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	Module Code
7	Applied Business Research	Core	20	3	BAM7001-B
7	Team-Based Company Projects	Core	20	3	BAM7002-B
7	International Master's Summer school	Option	10	2	MAL7004-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	Strategic management	Option	10	2	SIB7010-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	International services marketing	Option	10	2	MAR7009-A
7	Marketing Communications	Option	10	2	MAR7008-A
7	Sustainable operations	Option	10	2	OIM7013-A
7	Decision support for sustainability	Option	10	2	OIM7016-A
7	Environmental management and quality systems	Option	10	2	OIM7015-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	Module Code
7	Enterprise in Practice Project	Core	60	1&2	EAE7009-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.

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).

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 often utilise case studies and simulations. Sessions may be delivered weekly or in blocks. The Entrepreneurial Mindset module will run over Semesters 2 and 3 to support and integrate learning from all core modules. It will use a learning set approach, in which learning will take place with peers and tutors. This module is not assessed in Stage 1, as it focuses on mentoring and support to facilitate a development of a learning portfolio that forms the foundation for the assessment in Stage 2.

Workshops will provide students with opportunities for formative assessment and feedback to support their 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.

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. Particularly, in the Entrepreneurial Mindset module a formative assignment will be used.

Learning outcomes 1, 2, 3 and 4 are focused on knowledge of Entrepreneurship and management. They are assessed summatively by a mixture of closed book examinations, individual and group course works, including [multimedia] presentations.

Learning outcomes 5, 6, 7, 8, 9 and 10 are focused on subject specific skills in entrepreneurship and personal transferable skills. They are assessed summatively as well as formatively by a mixture of individual pieces of coursework and group work, including multimedia presentations, research project and portfolio development (i.e. Entrepreneurial Mindsets).

Learning Outcomes 10, 11 and 12 are specific to the MSc programme and are associated with the Enterprise in Practice project. They are assessed by a presentation and individual written piece of work. The project report is considered to be 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 exception to these regulations as listed below:

1. 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 Applied Management and Entrepreneurship will normally have a first degree or its equivalent in business and management related subject from an approved higher education institution. Equivalent professional qualifications will also be eligible if supported with appropriate practical experience.

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	Change of year and approval date; Replaced EAE7007-A with EAE7012-B	January 2017
2		