

## MSc Marketing and Management Programme Specification

<https://www.bradford.ac.uk/courses/pg/marketing-and-management/>

Academic Year:	<b>2021/22</b>
Degree Awarding Body:	<b>University of Bradford</b>
Target and interim awards:	<b>Master of Science</b> [Framework for Higher Education Qualifications level 7] <b>Postgraduate Diploma</b> [Framework for Higher Education Qualifications level 7] <b>Postgraduate Diploma</b> [Framework for Higher Education Qualifications level 7]
Programme accredited by	<b>AMBA; The Chartered Institute of Marketing (CIM)</b>
Programme duration:	<b>12 Months (Full-time September intake)</b> <b>15 Months (Full-time January intake)</b> <b>24 Months (Part Time September intake)</b> <b>27 Months (Part Time January intake)</b>
QAA Subject benchmark statement:	<b>QAA Master's degree in Business and Management (June 2015)</b>
Date last confirmed approved by Faculty Board	<b>September 2020</b>

**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 Marketing and Management is aligned with the expertise within the International Business Marketing and Branding Research Centre and is designed to provide students with the necessary knowledge and skills in business and management subjects to enhance their utility and employability in the field of marketing and management. 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 Marketing and Management is supported by experienced academics associated with the International Business Marketing and Branding Research Centre. Members of this research centre have a reputation in the field and provide significant insights into key areas of business in creating and measuring value, and views of marketing from a strategic perspective. The programme contains an international dimension. The aim is to produce fully rounded managers with an emphasis on marketing by combining marketing theory and practice with a detailed treatment of other subjects concerned with the management of organisations. 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

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 marketing and 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 career in business and commerce with a particular focus on marketing.

## **Programme Aims**

The 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 students 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 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 your future development as professional managers in a dynamic and changing global environment and to contribute effectively to their chosen profession.

## Admission Requirements

We take into consideration a number of factors when assessing your application. It's not just about your grades; we take the time to understand your personal circumstances and make decisions based on your potential to thrive at university and beyond.

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.

Applicants to MSc Marketing and Management usually have a Bachelor's degree with at least a second-class Honours classification, in any discipline, from an accredited higher education institution.

This is generally equivalent to an International degree grade percentile average (GPA) of 2.5 out of 4.0 or 6.5 out of 10, or overall average of 70 from 100%. Equivalent professional qualifications will also be eligible if supported with appropriate practical experience.

**Please note:** The information above relates to the contemporary application cycle when this document was published and so may not reflect the current admission requirements. The tariff that applies is published on the course website at <https://www.bradford.ac.uk/courses/pg/marketing-and-management/>.

## Recognition of Prior Learning

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

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.

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.

## Programme Learning Outcomes

In order 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 the marketing function, marketing environment and international markets and the way these affect marketing strategies and practices
- 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, students 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.

### **Learning and Teaching Strategy**

This programme seeks to integrate 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 Career Booster professional development programme offers opportunities to advance intellectual and employability skills (e.g. critical thinking, communication, team work, problem solving). <https://www.bradford.ac.uk/mlss/careerbooster/>

The School of Management is 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 and 3 are focused on knowledge. They are assessed by a mixture of closed book examinations and individual pieces of coursework and group work, including [multimedia] presentations.

Learning outcomes 4, 5 and 6 are focused on subject specific skills aimed to equip students with the practical ability to directly contribute to a marketing and management

role. 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 Postgraduate Assessment Regulations which are available online at [www.bradford.ac.uk/regulations/](http://www.bradford.ac.uk/regulations/)

However, there is one waiver exception to these regulations: 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.

## **Curriculum**

### **Overview**

The Master's degree in Marketing and Management is built on a foundation of general management and marketing 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. Consumer Behaviour & insights in the Digital World
6. Digital Marketing, Campaign Planning and Analytics
7. Digital Business and Marketing Strategy Simulation

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

## **Academic Student Journey**

Students entering the full-time programme in September or January will study modules in a different order to each other as detailed here:

### Full-time September Start (12 months)

Study Period	Programme Structure
<b>Semester 1 (Autumn)</b> October – December	Semester 1 Modules.
	<i>Coursework submission</i>
<b>Semester 2 (Spring)</b> January – April	Semester 2 Modules. Supervisor allocated and start work on the Dissertation.
	<i>Coursework submission &amp; Exam period</i>
<b>Semester 3 (Summer)</b> June – September	International Master's Summer School (10-credit option module or attendance only) Continuation of Dissertation.
	<i>Submission of Dissertation September 2022</i>

### Full-time January Start (15 months)

Study Period	Programme Structure
<b>Semester 2 (Spring)</b> January – April	Semester 2 Modules.
	<i>Coursework submission</i>
<b>Semester 3 (Summer)</b> June – September	International Master's Summer School (10-credit option module or attendance only) Supervisor allocated and start work on the Dissertation.
<b>Semester 1 (Autumn)</b> October – December	Semester 1 Modules.
	<i>Coursework submission &amp; Exam period</i>
<b>Semester 2 (Spring)</b> January – April	Continuation of Dissertation
	<i>Submission of Dissertation March 2023</i>

### Part-time Delivery

The model part-time student journey is based on a half-day attendance per week per module over 2 years, with the following planned sequence (depending on timetabling and subject to the University's programme approval, monitoring, and review procedures):

Study Period	Programme Structure
<b>Year 1, Semester 1</b>	Two Core Modules
<b>Year 1, Semester 2</b>	One Core Module + One Core/Option Module
<b>Year 2, Semester 1</b>	Two Core Modules
<b>Year 2, Semester 2</b>	One Core Module + One Core/Option Module
<b>Year 2, full year</b>	Dissertation

### Achievable Awards

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.

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.

Students will be eligible for the award of **Degree of Master of Science** if they have successfully completed at least 180 credits and achieved the award learning outcomes.

## Semester 1 Modules

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

## Semester 2 Modules

FHEQ Level	Module Title	Module Type	Credit	Module Code
7	Consumer Behaviour and Insights in the Digital Age	Core	20	MAR7510-B
7	Digital Marketing, Campaign Planning and Analytics	Core	20	MAR7511-B
7	Digital Business and Marketing Strategy Simulation	Core	10	MAR7512-A
<b>Plus one of:</b>				
7	Entrepreneurship and Innovation	Option	10	EAE7501-A
7	Corporate Finance	Option	10	AFE7513-A
7	Accounting and Finance	Option	10	AFE7511-A
7	Corporate Social Responsibility	Option	10	SIB7505-A
7	International Master's Summer School	Option	10	SIB7506-A
<b>And the option of taking part in:</b>				
7	International Master's Summer School (attendance only – non-credit bearing)	Option	0	SIB7507-Z

## Dissertation

FHEQ Level	Module Title	Module Type	Credit	Study Period	Module Code
7	Dissertation	Core	60	ACYR	MAL7501-E

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

## Study Abroad

This programme is not designed to include a study abroad component. However, students are welcome to explore available opportunities for a Study Abroad Semester that may be viable for them via our International Opportunities team. This option can be available **ONLY** if the modules offered by the host institution allow the student to meet the learning outcomes of the Bradford Programme during Semester 1 **OR** Semester 2.

Any student wishing to study abroad for a semester should first contact the International Opportunities Team to explore the opportunities and funding in place and, secondly, the Faculty Exchange Coordinator to check if the available options and relevant modules are in line with the University requirements. Following these checks, the International Opportunities Team and the Faculty Exchange Coordinator will liaise with the relevant Programme Leader to validate the modules and the semester exchange.

The semester exchange requires students to study only modules suitable to the Bradford programme when abroad. Therefore, all modules selected for the exchange will have to be mapped to the Bradford programme learning outcomes and be approved by the Programme Leader and the Director of Studies in Bradford in advance of the exchange. During the exchange, if the student needs to change the modules, this can only be done after approval of the Programme Leader and Director of Programmes.

If the student fails a module abroad, the student must:

- a) inform immediately the International Opportunities Team and the Faculty Exchange Coordinator
- b) explore the possibility of re-taking any exams at the host institution.

During the exchange, students will have support from the relevant University services. All credit successfully obtained whilst on study abroad semester will count towards the student's final degree. Our International Opportunities team can advise students about the available funding to support their study or work experience abroad.

The list of exchange partners and network of Universities available for Study Abroad Semester, as well as further information about international opportunities can be found online at [www.bradford.ac.uk/exchanges/current-students](http://www.bradford.ac.uk/exchanges/current-students).

**Please note:** Some institutions are only available to undergraduate or postgraduate students. Any potential exchange is dependent on student eligibility, student finance, and the appropriate modules required to fulfil the requirements of the programme being available at either institution.

## Minor Modification Schedule

Version Number	Brief description of Modification	Date of Approval (Faculty Board)
1	Updated modules MAR7505-B with MAR7510-B MAR7506-B with MAR7511-B MAR7507-B with MAR7512-A	March 2020
2	Specification reformatted and made accessible	December 2020
3	Re-added missing sections	January 2021
4	AFE7509-A with AFE7513-A	June 2021