



MSc in European and International Business Management Programme Specification

<https://www.bradford.ac.uk/courses/pg/european-international-business-management/>

Academic Year:	2022/23
Degree Awarding Body:	University of Bradford University of Deusto [https://www.deusto.es/en/] Audencia Business School [https://www.audencia.com/en/]
Final award at FHEQ (Framework for Higher Education Qualifications) Level 7	Degree of Master of Science
Programme accredited by	Agencia Nacional de Evaluación de la Calidad y Acreditación – Ministerio de Universidades (Spain)
Programme duration	13-16 months (full-time with work placement)
QAA Subject benchmark statement	Masters degrees in Business and Management (2015)
Date last confirmed by Partnership Board	March 2022

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

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 Deusto Business School (Bilbao, Spain), the University of Bradford (UK) and Audencia Business School (Nantes, France). 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 13 and 17 months and is delivered in three prestigious European HEIs, in France, Spain and the UK: Audencia, Deusto and 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.

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.

Joint award

Students completing the programme are eligible for a joint award from the three participating institutions. Under this arrangement, each institution is responsible for the delivery of a proportion of the degree equivalent to one third of the programme content. The three institutions have joint responsibility for the quality assurance of all components

of the programme. The modules delivered by each institution are subject to annual review and agreement by the three institutions. Further, specific, criteria concerning admissions and eligibility for the award of MSc in European and International Business Management is specified later in this document.

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**, in private companies, public institutions or in non-profits, **within an international context**
- 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
- To provide participants with the **managerial, linguistic and cultural knowledge** and skills that will allow them to **add high value** in international and multicultural organisations.

Admission Requirements

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. 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.

Linguistic Admission Requirements

All students

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 EIBM Masters.

English proficiency for students in England, Scotland, Wales and Ireland

UK and Irish students will also require **English Language certification** at any of:

- Undergraduate degree from home country obtained within last 2 years
- England GCSE Grade 4 English or higher
- Wales and Northern Ireland GCSE Grade C English or higher
- Scotland National 5 Grade C English or higher
- Ireland Junior Certificate English (Level 3) at Higher Merit or Ireland Leaving Certificate English (Level 4) or higher.

English proficiency for international students

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 English pre-session course taught by the University of Bradford or at one of the three EIBM partner institutions, which must be completed prior to the start of the course
- **IELTS: 6.5** overall, with no sub-test less than 5.5
- **Internet-based TOEFL: 94** overall, with minimum scores of Listening 17, Reading 18, Speaking 20, Writing 17)
- **PTE-A (Pearson Test of English-Academic): 60** overall, with no sub-test less than 51.

Academic Admission Requirements

All candidates must fulfil the following criteria in order to be considered for a place:

- **An accredited university degree** (all academic areas, without restriction, are admitted) validated by the country of origin for progression to postgraduate study.
- 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).
- **A personal statement** demonstrating motivation/commitment to the programme.

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. If applicants have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University of Bradford has procedures to evaluate and recognise this learning in order to provide applicants with exemptions from specified Bradford modules only.

Visa information: Study in the UK

In general, no UK visa is required for EU and Commonwealth students to study at Bradford between April and July only, but there are some exceptions. Irish citizens do not need to apply for a visa under any circumstances due to the Common Travel Area legislation. Candidates who are not citizens of the European Union may also be subject to further requirements imposed by the government for the issue of a student visa, which is required for any student studying longer than 6 months.

EU and international students seeking to do their internship in the UK **must contact the University of Bradford Visa Support Team before 8 February** as a visa will be required.

Please check the Study in the UK Website for the most up-to-date information, as these requirements are subject to change. www.gov.uk/browse/visas-immigration/student-visas

It is your responsibility to ensure you have gotten advice on your specific situation from appropriately qualified immigration advisors and applied for any required visas by the advised deadlines. For more information, please contact the University of Bradford Visa Support team <https://www.bradford.ac.uk/international/visa-support/>.

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.

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 various 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 proficiency in 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).

Programme Structure

The MSc EIBM has a 90-credit workload within the European Credit and Transfer Scheme (ECTS, equivalent to 180 UK credits) 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 31 December. The distribution of the 90 ECTS credits by thematic area is as follows:

Thematic Area	Study Period	Location	Credit Type	Credit Value
Finance	October-March	Spain/France	Core	7 ECTS
Marketing & Logistics	October-March	Spain/France	Core	7 ECTS
Socioeconomic & Legal Aspects	October-March	Spain/France	Core	5 ECTS
Management of Organisations	October-March	Spain/France	Core	8 ECTS
Strategy	October-March	Spain/France	Core	6 ECTS
Business Languages & Culture	October-March	Spain/France	Core	6 ECTS
Optional Modules	April-July	England	Option	15 ECTS
Dissertation	December-July	All	Project	6 ECTS
Internship	July-December	Any*	Work	30 ECTS
Total	13-16 months	All	-	90 ECTS

* 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. [See Admission Requirements if you are seeking to do an internship in the United Kingdom.](#)

The curriculum offered each year is subject to an annual review by each organisation, and therefore may vary.

Curriculum

Compulsory modules are grouped by thematic areas (Finance, Marketing & Logistics, Socioeconomic & Legal Aspects, Management of Organisations, 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, enabling students to address and solve real-world issues presented as case studies of international companies using management tools with a sound technical basis.

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.

The third term (April-July) is spent in Bradford. Part 3 of the programme is a period of specialisation during which students select three modules (15 ECTS) from the list below and attend the non-credit version of the International Summer School alongside other School of Management students.

Bradford Modules

Students select 15 ECTS (30 UK credits) and attend the International Summer School.

Module Code	Module Title	Module Type	ECTS Credit	FHEQ Level	Study Period
SIB7507-Z	International Master's Summer School (Attendance)	Core	0	7	3
OIM7507-B	Artificial Intelligence and Data Science	Option	10	7	3
EAE7515-A	Entrepreneurship and Innovation	Option	5	7	3
OIM7012-A	Management Consulting	Option	5	7	3
HRM7503-A	Developing Skills for Business Leadership	Option	5	7	3
MAR7511-B	Digital Marketing, Campaign Planning & Analytics	Option	10	7	3
MAR7509-A	Digital Marketing Metrics	Option	5	7	3
AFE7508-A	International Finance	Option	5	7	3

The curriculum may change, subject to demand, public health conditions, and the University's programme approval, monitoring, and review processes.

Assessment Regulations

This Programme conforms to the standard University Postgraduate Assessment Regulations which are available online at:

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

However, there are some specific regulations that apply to the EIBM. 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.

Minor Modification Schedule

Version	Brief description of Modification	Approved
3	Confirmed Bradford Module options for 2020/21	Dec 2020
4	Specification reformatted and made accessible. Updated information and admissions in line with 2019/20 partnership board. Updated visa requirements following UK exit from the European Union.	Mar 2021
5	Changes for 2022-23 academic year	Mayy 2022