

MSc Management Programme Specification

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

Academic Year:	2024/25
Degree Awarding Body:	The University of Bradford
Target FHEQ Level 7 Award:	Degree of Master of Science in Management
Interim FHEQ Level 7 Awards:	Postgraduate Diploma in Management; Postgraduate Certificate in Management
Programme Admissions:	September and January
Programme Duration:	12 months full-time (September intake); 15 months full-time (January intake); 24 months part-time (September intake); 27 months part-time (January intake)
QAA Subject Benchmark:	Master's Degrees in Business and Management

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.

Minor Modifications Schedule

1. May 2019: Programme approved.
2. January 2021: Specification made accessible. Added missing sections.
3. July 2021: AFE7509-A for AFE7513-A. Reformatted to match with new Professional Placement route.
4. June 2022: Annual updates for 2022 academic year.
5. March 2023: Annual review no changes undertaken.
6. April 2024: Annual updates for 2024 academic year.

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 Management is designed to provide students with the necessary knowledge and skills business and management as well as to reflect best practice and innovative thinking and research, in order to enhance their utility and employability in this field. 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 Management is grounded in the main concepts and theories that focus on key elements of business and management and views from a strategic perspective. Experts from all School of Management research centres contribute to this programme. 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.

The aim is to produce fully rounded managers by combining a detailed treatment of subjects concerned with the management of organisations including finance, accounting, strategy, operations management and human resource development. 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. This programme will appeal to those who wish to adopt a multidisciplinary approach to their studies and are seeking exposure to the widest possible range of business disciplines.

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 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 financial management career in business and commerce.

The School of Management is a very 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. Further, there are many opportunities to take part in exciting extra-curricular activities. The Faculty's own Career Booster professional development programme will offer opportunities to advance intellectual and employability skills (e.g. critical thinking, communication, team work, problem solving). Please note that off-campus learning activities may involve an extra cost to the student.

Programme Aims

This programme is intended to:

- A1 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.
- A2 Develop student's 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.
- A3 Develop a critical awareness of the current issues affecting the discipline and embed the knowledge, skills and expertise to assist organisations in achieving a sustainable business future.

- A4 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.
- A5 Provide the knowledge and skills to assist students to take an active role in their future development as professional managers in a dynamic and changing global environment and to contribute effectively to their chosen profession.

Programme Learning Outcomes

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

1. 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;
2. 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;
3. 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:

4. Critically discuss the importance and organisational role of a specific business function and the way these affect the overall business;
5. Synthesise and critically appraise emerging information and knowledge using quantitative and qualitative techniques to generate creative solutions to a range of business problems;
6. Develop solutions to complex business problems through the application of appropriate theoretical models, frameworks and decision support techniques;
7. Develop original solutions to complex problems, and to work cooperatively with others providing ethical leadership in effecting change;
8. 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, student will be able to:

9. Design, conduct and manage research into a range of business and management issues/activities to inform the development of business strategies.

Curriculum

The Master's degree in Management is built on a foundation of general management modules. This programme also provides the opportunity for granular personalised learning and specialism where students can take two options in Semester 2. Students will take the following compulsory taught modules plus the Dissertation:

- Strategic Management
- Marketing Planning and Strategy
- Operations Management
- Business Economics
- Human Resource Development
- Global Technology and Innovation Management

Taught Modules Offer

Module Code	Module Title	Type	Credit	FHEQ Level	Study Period
SIB7501-B	Strategic Management	Core	20	7	Semester 1
MAR7501-B	Marketing Planning and Strategy	Core	20	7	Semester 1
OIM7503-A	Operations Management	Core	10	7	Semester 1
AFE7504-A	Business Economics	Core	10	7	Semester 1
HRM7505-B	Human Resource Development	Core	20	7	Semester 2
EAE7502-B	Global Technology and Innovation Management	Core	20	7	Semester 2
AFE7511-A	Accounting and Finance	Option	10	7	Semester 2
AFE7513-A	Corporate Finance	Option	10	7	Semester 2
EAE7501-A	Entrepreneurship and Innovation	Option	10	7	Semester 2
SIB7504-A	Cross Cultural Management	Option	10	7	Semester 2
SIB7505-A	Corporate Social Responsibility	Option	10	7	Semester 2
SIB7506-A	International Master's Summer school (with assessment) *	Option	10	7	Semester 3
SIB7507-Z	International Master's Summer school (with attendance only) *	Option	0	7	Semester 3

* The International Master's Summer School takes place at the end of the Semester. Students may elect to take it as an assessed module, to attend the Summer School in addition to an accredited option, or not to take part.

Postgraduate Certificate: Students will be eligible to exit with the award of Postgraduate Certificate in Management if they have successfully completed 60 credits and achieved the award learning outcomes.

Postgraduate Diploma: Students will be eligible to exit with the award of Postgraduate Diploma in Management if they have successfully completed at least 120 credits and achieved the award learning outcomes.

Dissertation

Module Code	Module Title	Type	Credit	FHEQ Level
MAL7501-E	MSc Dissertation	Core	60	7

Degree of Master: Students will be eligible to exit with the award of Degree of Master of Science in Management if they have successfully completed at least 180 credits and achieved the award learning outcomes.

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

Academic Student Journey

Full-time September Start (12 months)

Study Period	Programme Structure
Semester 1 (Autumn) October – December	Semester 1 Modules.
	<i>Coursework submission</i>
Semester 2 (Spring) January – April	Semester 2 Modules. Supervisor allocated and start work on the Dissertation.
	<i>Coursework submission & Exam period</i>
Semester 3 (Summer) June – September	International Master's Summer School (10-credit option module or attendance only) Continuation of Dissertation.
	<i>Submission of Dissertation September 2025</i>

Full-time January Start (15 months)

Study Period	Programme Structure
Semester 2 (Spring) January – April	Semester 2 Modules.
	<i>Coursework submission</i>
Semester 3 (Summer) June – September	International Master's Summer School (10-credit option module or attendance only) Supervisor allocated and start work on the Dissertation.
Semester 1 (Autumn) October – December	Semester 1 Modules.
	<i>Coursework submission & Exam period</i>
Semester 2 (Spring) January – April	Continuation of Dissertation
	<i>Submission of Dissertation March 2026</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
Year 1, Semester 1	Two Core Modules
Year 1, Semester 2	One Core Module + One Option Module
Year 2, Semester 1	Two Core Modules
Year 2, Semester 2	One Core Module + One Option Module
Year 2, full year	Dissertation

Learning and Teaching Strategy

Generally, this programme aims at integrating 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. University wide there is support available for students for academic skills, information literacy and programming language learning.

The Career Booster Week and the Careers and Employability Service (CES) will also provide students with the opportunity to prepare for employment; for example, by providing support for CV and cover letter writing and providing hands-on opportunities to develop transferable skills such as critical writing, report writing, training in particular software such as Sage accounting software.

In relation to Equality, Diversity and Inclusion (EDI), the Programme will be aligned to the faculty's and wider university's objectives. The team have experience in and will work with students who require reasonable adjustments; they will be supportive in enabling the student to meet the learning outcomes for the course. Adjustments will be made for students with disabilities on an individual basis to ensure inclusion in the process of searching for a placement and during the placement. For students with a Learning Support Profile (LSP), support will be enabled through access to the Disability Services and Learner Support Services. Student feedback will be formally obtained as per university regulations.

In terms of reviewing the Programme's Equality, Diversity and Inclusion (EDI) contributions, we will have Annual Programme Monitoring wherein we will be able to look at EDI and issues that need to be addressed. Student feedback will be formally obtained as per university regulations via a student survey, Student Staff Liaison Committees, UoB student voice sessions. We will further seek periodic feedback from our students mainly via mid-semester surveys/focus groups every term to get feedback on the course, additional support/interventions needed and employment ambitions.

Placement and Study Abroad

Students seeking a placement opportunity may be able to transfer to the Professional Placement route. Please note that this is dependent on availability and is only open to September intake full-time students.

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: <https://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.

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, 3, 4, 5 and 6 are focused on the acquisition of knowledge and the application of subject skills. 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 at the link: <https://www.bradford.ac.uk/regulations/>

However, there is **one** 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.

Admissions 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.

Please note: The information below relates to the contemporary recruitment cycle at time of publication and therefore may now be out of date. The current tariff and accepted qualifications for entry onto the programme is published at the course page: <https://www.bradford.ac.uk/courses/pg/management/>

Academic Entry Requirements

Applicants should have at least a lower second class (2:2) undergraduate Honours degree or equivalent from an accredited higher education institution.

This programme welcomes international applicants. Candidates for whom English is not a first language must either have studied previously at Bachelor's degree level or above in English or have an IELTS score of 6.5 or equivalent with no sub-test result less than 5.5.

If you do not meet the IELTS requirement, you can take a University of Bradford pre-session English course with our Language Centre:

<https://www.brad.ac.uk/courses/other/pre-session-english-language-programme/>

For details of equivalent academic entry requirements from your country such as a GPA and other English language test results we can accept, visit our Entry Requirements website at: <https://www.bradford.ac.uk/international/country/>

Access and Recognition of Prior Learning

The University welcomes disabled students who may wish to check with our Disability Service before they apply: <https://www.bradford.ac.uk/disability/before/>

Applications are welcome from mature students returning to study (aged 25 or over upon entry) or students with professional qualifications. For more details about our Recognition of Prior Learning procedures visit: <https://www.brad.ac.uk/teaching-quality/prior-learning/>

Students without academic qualifications who have relevant work experience are welcome to apply with evidence of their interests and work. Such applicants will be assessed on an interview basis.