

Approved on: 8th October 2013

PROGRAMME SPECIFICATION

1. General information

Awarding body / institution	Leeds Trinity University
Teaching institution	Leeds Trinity University
Professional accreditation body	n/a
Final award	MA
Title of programme	Business Management
Subsidiary awards	PG Cert, PG Dip
In the case of a Scheme of Study, the other Scheme(s) with which it may be combined	n/a
Duration and modes of study	1 year [full-time] / 2 years [part-time] Campus-based
Start date (this version)	September 2013
Periodic review next due	AY 2016/17
UCAS course code & code name	n/a
Delivery venue	Leeds Trinity University

2. Aims of the programme

Rationale and general aims
<p>Overall, the Master of Arts in Business Management is a broad-based programme designed to provide graduates in disciplines other than those closely related to business and management with the necessary knowledge, understanding, skills and strategic thinking required for successful performance in the modern environment of management and business contexts. It is particularly suited to graduates who require a bridge between their university academic studies and the needs of employment. The addition of the MA Business Management to a first degree will make students more attractive to potential employers. It is also appropriate for experienced managers who lack a theoretical understanding of the wide range of factors that underpin the modern environment of business and for whom a Masters qualification would enhance their career prospects. Given these features, it fits well with the type 2 generalist (career entry and progression) masters programme outlined in the Master's Degrees in Business and Management benchmark statement.</p> <p>The aim of the MA Business Management programme is to educate individuals as managers and business specialists, and thus to improve the quality of management as a profession.</p>

The purpose of the degree is fourfold:

- the advanced study of organisations, their management and the changing external context in which they operate;
- preparation for and/or development of a career in business and management by developing skills at a professional or equivalent level, or preparation for research or further study in the area;
- development of the ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve business and management practice;
- enhancement of lifelong learning skills and personal development so as to be able to work with self-direction and originality and to contribute to business and society at large.

There is a particular focus on students' employability – this programme starts with a *Leadership and Personal Development* module, which helps students in strategic career planning and developing their leadership capabilities.

Business and management as a subject area is distinctive in that it is interdisciplinary, drawing on a wide range of base disciplines. It is focussed around complex social and economic activity and reflects a key area of employment. It is concerned with intervention and action to achieve stakeholder objectives. The study of the subject, particularly at postgraduate level, requires an integrative approach that blends human behaviour with analytic approaches to solving complex problems and implementing appropriate solutions through and with people. The subject must be treated from an international perspective to ensure relevance in today's global economy. In this context, non-UK students are particularly important for enriching the overall international learning experience.

Graduates will be able to demonstrate a broad knowledge and understanding of organisations, the external context in which they operate and how they are managed. They will be able to understand, respond to and lead change and be able to demonstrate intellectual breadth by making integrative links across these functional areas of business.

3. Student learning outcomes of the programme

Learning outcomes in terms of:

- knowledge and understanding (K)
- intellectual / cognitive / 'thinking' skills (I)
- physical skills specific to the subject (P)
- employability skills (E)

The 'K1', etc codes are used in section 7c) and module descriptors to refer to each of these learning outcomes.

On successful completion of the MA Business Management programme graduates will be able to:

Knowledge and understanding (K)

- K1 Demonstrate knowledge and understanding of the external environment pervasive issues – these would include sustainability, globalisation, corporate social responsibility, diversity, business innovation, creativity, enterprise development, knowledge management and risk management;
- K2 Demonstrate knowledge and understanding of people management and development within organisations;

- K3 Demonstrate knowledge and understanding of key functional specialisms such as marketing, finance, accounting and operations management;
- K4 Demonstrate knowledge and understanding of the importance of customer expectations, services and relations, as well orientation to business;
- K5 Demonstrate knowledge and understanding of business strategies formulation within a changing environment and how to meet stakeholder interests (K5);

Intellectual / cognitive / 'thinking' skills (I)

- I1 Collect, order, analyse and evaluate quantitative and qualitative information and data; collect relevant information across a range of areas pertaining to a current situation, analyse that information and synthesise it into an appropriate form in order to evaluate decision alternatives;
- I2 Use critical thinking, analysis and synthesis to identify assumptions, evaluate financial statements and economic events, question logic and reasoning and identify implicit values;
- I3 Make informed choices in areas of financial analyses, ethical behaviour, social responsibility and equal opportunities practice as they apply to business and people management;
- I4 Demonstrate effective cognitive, problem solving and decision making abilities using appropriate quantitative and qualitative skills;

Employability skills (E)

- E1 Self-management – the ability to plan and manage time; readiness to accept responsibility and improve their own performance based on feedback/reflective learning; the ability to take initiative and be proactive, flexible and resilient;
- E2 Teamworking – the ability to co-operate with others on a shared task and to recognise and take on appropriate team roles; leading, contributing to discussions and negotiating; contributing to discussions; awareness of interdependence with others;
- E3 Business and sector awareness – an understanding of the key drivers for business success, including the importance of customer/client satisfaction and innovation; understanding of the market/sector in which an organisation operates; the ability to recognise the external context and pressures on a organisation, including concepts such as value for money, profitability and sustainability;
- E4 Problem-solving – a capacity for critical reasoning, analysis and synthesis; a capacity for applying knowledge in practice; an ability to retrieve, analyse and evaluate information from different sources;
- E5 Communication – the ability to present information clearly and appropriately, both orally and in writing, and to tailor messages to specific audiences and purposes;
- E6 Application of numeracy – a general awareness of mathematics and its application in practical contexts; the ability to carry out arithmetic operations and understand data, to read and interpret graphs and tables and to manage a budget;
- E7 Communication and Information technology (CIT) – the ability to identify the appropriate IT package for a given task; familiarity with word-processing, spreadsheets and file management; the ability to use the internet and email effectively.

- E8 Entrepreneurship/enterprise – the ability to demonstrate an innovative approach and creativity, to generate ideas and to identify and take opportunities;
- E9 Social, cultural & civic awareness – embracement of an ethos of community and civic responsibility; an appreciation of diversity and ethical issues; an understanding of cultures and customs in the wider community.

See also the generic objectives' statement set out in a section below.

Student learning outcomes for the subsidiary awards of Postgraduate Certificate and Postgraduate Diploma will be a combination of the learning outcomes listed above, depending on the diet of modules studied.

Statement of congruence with the relevant published subject benchmark statements
(including appropriate references to the FHEQ and any PSRB requirements)

The aims, objectives and learning outcomes of the programme are consistent with the Master's Degrees in Business and Management benchmark statement (Type 2 – generalist degrees for career entry / progression). In this programme there is particular emphasis on knowledge relevant to sections 2.1 (aims and objectives), 3.8 (understanding), 3.9 (knowledge) and 3.10 (skills) of the statement. The pattern of core and optional modules facilitates good coverage of the material covered by these sections.

4. Content

Summary of content by theme
(providing a 'vertical' view through the programme)

The MA Business Management programme offers the essential knowledge and understanding, skills and experience required for graduates to operate effectively and successfully in a business environment. Core areas of the programme focus on contemporary management concepts, the understanding of business and management functions, operations, the external context and the development of employability skills – communication/presentation, teamwork, leadership, problem-solving, analyses and business decision-making.

This is followed by an individual research project. Students are responsible for negotiating their own access to a suitable business/organisational context where they can then conduct their research and can apply these theories in practice. This will result in them being able to produce business recommendations and conduct their research as if they were management consultants for the organisation; should also increase their employability.

The *Leadership and Personal Development* module in term 1 helps students in strategic career planning and developing their management and leadership capabilities.

The core of the programme is generalist and provides a broad, analytical and integrated study of business and management. The core modules cover all the key functional areas of business and management: marketing, finance and accounting, operations and strategy (terms 1 and 2).

Core modules incorporate themes of business ethics and corporate social responsibility; theory and practice are integrated through extensive use of case studies and real business examples.

The option modules in term 3, *Starting and Growing Your Business*, *Services Marketing* [blended learning], *Human Resources Management* and *International Management & Marketing*, allow participants to individualise their programme of study and to develop a degree of specialism that can be further extended, if desired, by the dissertation.

The *Research Methods* and *Dissertation* modules (terms 2 and 3 respectively) allow students to apply and test their theoretical understanding of management disciplines in real life applications to investigate and resolve practical business issues. It is anticipated that research project / dissertation will also build students' in depth knowledge and understanding in one of five core subject areas (K1-5: External Environment, People and Organisations, key Functional Specialism, Customer Orientation and Strategy) depending on the area of their interest.

5. Structure

MA Business Management

Duration: 1 year full-time

Total credit rating: 180

Core: Candidates are required to take:

MBM 7502	Leadership and Personal Development	Term 1	20 credits
MBM 7512	Marketing	Term 1	20 credits
MBM 7522	Financial Management and Accounting	Term 1	20 credits
MBM 7532	Strategic Management	Term 2	20 credits
MBM 7542	Operations Management	Term 2	20 credits
MBM 7552	Research Methods	Term 2	20 credits
MBM 7564	Dissertation	Term 3*	40 credits

Option: Candidates are required to choose one of:

MBM 7572	Starting and Growing your own Business	Term 3	20 credits
MBM 7582	Services Marketing [Blended Learning]	Term 3	20 credits
MBM 7596	Human Resources Management	Term 3	20 credits
MBM 7602	International Management and Marketing	Term 3	20 credits

Duration: 2 years part-time

Total credit rating: 180

Year 1

Core: Candidates are required to take:

MBM 7512	Marketing	Term 1	20 credits
MBM 7522	Financial Management and Accounting	Term 1	20 credits
MBM 7532	Strategic Management	Term 2	20 credits
MBM 7542	Operations Management	Term 2	20 credits

Option: Candidates are required to choose one of:

MBM 7572	Starting and Growing your own Business	Term 3	20 credits
MBM 7582	Services Marketing [Blended Learning]	Term 3	20 credits
MBM 7596	Human Resources Management	Term 3	20 credits
MBM 7602	International Management and Marketing	Term 3	20 credits

Year 2

Candidates are required to take:

MBM 7502	Leadership and Personal Development	Term 1	20 credits
MBM 7572	Research Methods	Term 2	20 credits
MBM 7564	Dissertation	Term 3*	40 credits

* The taught element takes place in term 3. The standard submission deadline for the dissertation will be in September.

6. Learning, teaching and assessment

7a) Statement of the strategy for learning, teaching and assessment for the programme

The entrants to the programme come from a broad mix of disciplines and backgrounds, which facilitates a multi-perspective interactive learning process. The programme attempts to maximise available opportunities for participants to reflect on their knowledge, experience and practice, particularly through a process of peer interaction. This enables students with limited work experience to benefit from the experience of others. It also brings an international and cross-cultural dimension into the learning. This also leads participants to be able to modify and develop their own and others' business practices.

To facilitate the progression of students into a management career there will be a focus on inviting qualified and active management and business practitioners as guest speakers, visiting lecturers and mentors to students as appropriate.

As students progress through the programme they will be required to demonstrate appropriate levels of subject knowledge and understanding, subject specific skills, intellectual skills and the effective use of employability skills.

The learning and teaching process develops knowledge of a range of subject areas and develops the ability to handle a breadth of material. Students are expected to develop mastery as a whole through an explicit process of integrating these subjects to give a holistic understanding of the broad field of business and management. Tutor-led sessions have a strong conceptual and theoretical emphasis and appropriate pace, going further and faster than at undergraduate level. "Theory into practice" is developed by a variety of methods including case-studies, visiting practitioners and particularly the business simulation/game and individual research project.

Assessment includes assessing the rigour of academic arguments as well as the application of theory. Assessment also requires participants to demonstrate a practical and integrative approach to a problem area or issue. A range of assessment methods is deployed to facilitate this and includes traditional examinations, essays, case-study/market-analysis reports, individual and team presentations, a research project proposal, a business plan and a dissertation.

7b) Module details

Module number and name	Learning and Teaching Methods	Assessment				Teaching Staff (module co-ordinator as first name and in bold)
		Form	Magnitude	Weighting	Timing	
MBM 7502 Leadership & Personal Development	Lectures and seminars	Portfolio	4,000 words equivalent	100%	End of module	E Roberts
MBM 7512 Marketing	Lectures and seminars	Essay	4,000 words	100%	End of module	N Beaton
MBM 7522 Financial Management & Accounting	Lectures and tutorial sessions	Exam	3 hours	100%	End of module	A Gilliland
MBM 7532 Strategic Management	Lectures and seminars; business game / simulation sessions	Essay Individual report	2,000 words 2,000 words	50% 50%	End of module During module	H Ozcan
MBM 7542 Operations Management	Lecture / case discussion / seminars	Case study report	4,000 words	100%	End of module	D Kobzev
MBM 7552 Research Methods	Lectures / workshops / tutorials	Research portfolio	4,000 words equivalent	100%	End of module	D Kobzev A Fulford
MBM 7564 Dissertation	One-to-one supervision	Dissertation	10,000 words	100%	End of module	M Walker (VL supervisors)
MBM 7572 Starting and Growing your own Business	Lectures / workshops	Business plan	4,000 words	100%	End of module	H Ozcan
MBM 7582 Services Marketing [blended learning]	Lectures / on-line tutorials	Essay	4,000 words	100%	End of module	N Beaton
MBM 7596 Human Resource Management	Lectures / seminars	Essay	4,000 words	100%	End of module	E Roberts
MBM 7602 International Marketing & Management	Lectures / seminars	Marketing plan	4,000 words	100%	End of module	N Beaton M Sebright

7. Entry requirements

Postgraduate programmes

Applicants should normally have achieved the following prior to registration for the programme:
An honours degree in their first subject (or equivalent).

For students whose first language is not English a pass in an approved test in English is needed, eg. the International English Language Testing Service (IELTS) – 6.0 (no component should be lower than 5.5) or the Test of English as a Foreign Language (TOEFL).

International students will have additional access to English language sessions – focusing on academic writing / skills and information retrieval sessions (which will be also covered during mandatory Induction week).

Applications are welcome from those with few or no formal qualifications. Any previous relevant work experience and learning will be assessed and, where appropriate, accredited as part of the application process in line with the University's Accreditation of Prior Learning (APL) procedures.

Professional body diplomas: Progression agreements are in place with the Chartered Management Institute (CMI) and the Institute for Leadership and Management (ILM). Applicants holding a Postgraduate Diploma in a relevant subject may be exempt from the following study requirements:

- CMI Postgraduate Diploma offers exemption against 60 credits – Marketing, Financial Management & Accounting and Leadership & Personal Development modules (e.g. term 1, full-time; thus, CMI graduates will be allowed to join the programme in January).
- ILM Postgraduate Diploma offers exemption against 40 credits – Leadership and Personal Development (core, term 1) and one option module (term 3). ILM graduates should join the programme in September.

8. Progression, classification and award requirements

Details of requirements for student progression between levels and receipt of the award(s)
(A certain level of attainment which must be achieved in a specific module; any deviation from the standard University stipulations for award classification, eg. exclusion of Level 4 module marks from Foundation Degree classification)

Standard University Postgraduate Taught Course Academic Regulations apply.

Students who fail at their second attempt at Research Methods will not be permitted to embark on the Dissertation and may be eligible for a Postgraduate Diploma (requiring 120 credits in any modules; after all attempts) or Postgraduate Certificate (requiring 60 credits in any modules; after all attempts).

9. Prerequisites

Details of modules which must be passed before enrolment on a module at a higher level
Include the rationale which justifies imposition of the prerequisite(s) and the mark/grade required.

Research Methods is a prerequisite for *Dissertation*.

To maximise flexibility and choice within the programme there are no further prerequisites.

10. External examining arrangements

External examining arrangements

(eg. joint with another programme – extended duties for someone already in post – or separate, single/multiple examiners; if multiple examiners, which subjects / types of module are to be allocated to each)

There is an External Examiner dedicated to the programme.

11. Additional information

Details regarding arrangements in respect of any special features of the programme/scheme,
(eg. study abroad, a field course, specific work placement, opportunities for onward progression from foundation degrees)

Resits for Sem 1 modules are scheduled for July

Resits for Sem 2 and optional modules (Sem 3) are scheduled for August

Resits (submissions of research proposal) for *Research Methods* (Sem 2) are scheduled for May

Resits for *Dissertation* – at next available opportunity

Deferred opportunities – next available opportunity

12. Additional support needs

Arrangements made to accommodate students with additional support needs and any unavoidable restrictions on their participation in the programme/scheme

(Key aspects of the Equality Impact Assessment for the Department – see Internal Audit Form NP2G for further details)

Students with disabilities or other support needs are welcome. Arrangements will be made, via the normal University support network, to accommodate students with additional support needs wherever possible.