



Approved September 2016
 Effective from September 2016 for MA International Business

PROGRAMME SPECIFICATION

1. General information

Awarding body / institution	Leeds Trinity University
Teaching institution	Leeds Trinity University
'Parent' School (ICE / SAC / SSHS)	School of Social and Health Sciences
Professional accreditation body (if applicable)	n/a
Final award (eg. BA Hons)	MA
Title of programme(s)	International Business
Subsidiary award(s) (if any)	(fall back awards) PgCert, PgDip
Honours type (Single / Joint / Combined)	n/a
Duration and mode(s) of study	1 year full-time/2 years part-time
Start date (this version) (month and year)	September 2016
Periodic review next due (acad. year)	2021/22
JACS subject code(s) (Level 3)	
UCAS course code & code name	
SITS codes (Course / Pathway / Route)	
Delivery venue(s)	Leeds Trinity University

2. Aims of the programme

Rationale and general aims
<p>The MA International Business programme is designed to provide you with the knowledge, understanding, skills and strategic thinking required for successful performance in a range of international management and business contexts. It is particularly suited to graduates who require a bridge between their university academic studies and the needs of employment, as well as to employed professionals (mid-level management) and those seeking a career change to International Business and related areas of graduate employment. The MA International Business will make graduates more attractive to potential employers who are involved in international business operations. It is also an appropriate programme for experienced managers who lack a theoretical and applied understanding of the wide range of factors that underpin the modern environment of international business and for whom a postgraduate degree would enhance their career prospects. Given these features, it fits very well with the specialist postgraduate programmes outlined in the Master's Degrees in Business and Management Quality Assurance Agency benchmark statement, which is important for currency, relevance and recognition in higher</p>

education, for employers in the international business sector, and most importantly for students seeking employment in the sector.

The aim of the programme is to educate and develop you as managers and business specialists, with a focus on International Business operations.

The purpose of the MA is fourfold:

- the advanced study of organisations, their management and the fast changing international context;
- preparation for and/or development of a career in international business and management by developing skills at a professional level, and/or preparation for research in the area;
- development of the ability to apply knowledge and understanding of international business and management 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 positively and constructively to business and global society at large. There is a particular focus on students' employability – this programme contains a Leadership and Professional Development module, which helps students in strategic career planning and the development of their leadership capabilities.

International business and management as a subject area is interdisciplinary, drawing on a wide range of base disciplines (international marketing, management, finance, operations and global supply chain management). It is focussed around complex social and economic activities in the international context. 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 and recognition of cross-cultural differences among consumers, customers and employees, with analytic approaches to solving complex problems and implementing appropriate solutions through and with people. The subject is treated from an international perspective to ensure relevance in today's global economy. In this context, non-UK students are particularly valued for enriching the overall international learning experience.

Graduates will be able to demonstrate a broad knowledge and understanding of organisations, the international 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 international 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 programme, students will have:

Knowledge and understanding (K)

K1 Demonstrated knowledge and understanding of international environment issues – these include globalisation, e-commerce, corporate social responsibility, cross-cultural differences, innovation, creativity, enterprise development, knowledge management and risk management;

- K2 Demonstrated knowledge and understanding of internal resources and people management and development within international operations;
- K3 Demonstrated knowledge and understanding of key functional specialisms in international business, such as consumer behaviour, customer services, external environment as well as interaction with other key business functions;
- K4 Demonstrated knowledge and understanding of the importance of international customer expectations, services and relations, as well as orientation to export/import operations – global/local business;
- K5 Demonstrated knowledge and understanding of international strategies within a changing global environment, including acquisitions, international partnerships, global supply chains and joint ventures.

Intellectual / cognitive / 'thinking' skills (I)

- I1 Collected, ordered, analysed and evaluated quantitative and qualitative information and data; collected relevant information across a range of areas pertaining to a current situation, analysed that information and synthesised it into an appropriate form in order to evaluate decision alternatives;
- I2 Used critical thinking, analysis and synthesis to identify assumptions, evaluate financial statements and economic events, question logic and reasoning and identify implicit values;
- I3 Made informed choices in areas of financial analyses, ethical behaviour, social responsibility and equal opportunities practice as they apply to business and people management;
- I4 Demonstrated 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.

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

4. External benchmarks

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

The aims, objectives and learning outcomes of the programme are consistent with the QAA benchmark statement for Business & Management PG degrees (Type 1 – specialist Master's degrees).

5. Learning outcomes for subsidiary awards

a) Award of Postgraduate Diploma of Higher Education in Business (PgDip)

The PgDip in Business will be awarded in those circumstances where a student successfully completes 120 credits and leaves the programme. Students will have had specific opportunities to display transferable, employable skills relevant to a business/management career.

b) Award of Postgraduate Certificate of Higher Education in Business (PgCert)

The PgCert in Business will be awarded in those circumstances where a student successfully completes 60 credits and leaves the programme. Students will have had specific opportunities to display transferable, employable skills relevant to a business/management career.

6. Content

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

This MA International Business is based on contemporary theory and case study material, which will be both challenging and innovative. The programme offers the essential knowledge and understanding, skills and experience required for graduates to operate effectively and successfully in an international business environment. The key themes of the programme are embedded in all of the modules studied:

- The increasing significance of the global/local market place, including traditional export/import operations, international expansion and e-commerce.
- Understanding of international customers and their requirements, focusing on the major role played by “customer relationship management” and the pivotal role played by customer service, which should be underpinned by an understanding of cross-cultural management issues associated with diverse international business teams/employees.
- International Business strategy development, including acquisitions, international partnerships, global supply chains and joint ventures.

Core areas of the programme focus on contemporary international business concepts and how these sit within the overall management framework, the external context and the development of transferable/employability skills – communication/presentation, teamwork, leadership, problem-solving, analysis and decision-making.

The programme provides a broad, analytical and integrated study of international business. The core modules cover all the key functional areas including the principles of international business, corporate and international strategies, international operations and global supply chain management, retailing and services marketing and leadership and professional development.

You will be required to do a 20-credit Business Research (research methods) and 40-credit Research Project/Dissertation modules, ideally in conjunction with an appropriate business organisation. This will result in you being able to generate business recommendations and conduct research in the same way that professional management researchers and consultants might operate. It is intended that this will significantly increase employability.

The Leadership and Professional Development module will help you with strategic career planning and help to develop management and leadership capabilities.

Other core modules include *International Business, Operations and Global Supply Chain Management, Corporate and International Strategy*, and *International Management and Marketing* and are intended to provide you with an in-depth understanding of these fundamentally important international business areas; theory and practice are integrated through the extensive use of UK and international case study material and real business examples.

The optional modules include *Starting and Growing Your Own Business, Human Resources Management, Services Marketing* and *Project Management*, which allow you to individualise your programme of study and develop a degree of specialism that can be further extended, if desired, by the organisation-based research project/dissertation.

7. Structure

MA International Business (FT- 1 year; PT- 2 years)

This programme will have one intake in September and the modules will be delivered as follows:

Full-time

Term 1

MBA 7162	International Business.....	20 credits
MBA 7192	Operations and Global Supply Chain Management...	20 credits

Term 2

MBA 7082	International Management and Marketing	20 credits
MBA 7822	Corporate and International Strategy.....	20 credits
MBA 7002	Leadership and Professional Development.....	20 credits

Term 3

MBM 7552	Business Research.....	20 credits
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MBM 7564	Research Project/Dissertation.....	40 credits
	1 x 20 credit optional module.....	20 credits
Options:		
MBA 7062	Starting and Growing Your Own Business	
MBA 7072	Human Resources Management	
MBA 7172	Services Marketing	
MBA 7092	Project Management	
Part – time		
Year 1		
Term 1		
MBA 7162	International Business.....	20 credits
Term 2		
MBA 7082	International Management and Marketing	20 credits
MBA 7822	Corporate and International Strategy.....	20 credits
Term 3		
	1 x 20 credit optional module.....	20 credits
Options:		
MBA 7062	Starting and Growing Your Own Business	
MBA 7072	Human Resources Management	
MBA 7172	Services Marketing	
MBA 7092	Project Management	
Year 2		
Term 1		
MBA 7192	Operations and Global Supply Chain Management...	20 credits
Term 2		
MBA 7002	Leadership and Professional Development.....	20 credits
Term 3		
MBM 7552	Business Research.....	20 credits
MBM 7564	Research Project/Dissertation.....	40 credits

8. Learning, teaching and assessment

8a) Statement of the strategy for learning, teaching and assessment for the programme

Entrants to the programme will come from a broad mix of disciplines and backgrounds, which will facilitate a multi-perspective, interactive, learning process. The programme will attempt to maximise available opportunities for participants to reflect on their knowledge, experience and practice, particularly through a process of peer interaction and team work. This will enable students with limited work experience to benefit from the experience of others and students who are returning to HE to take advantage of the academic skills of more recent graduates. Recruitment of international students and students from diverse backgrounds will help to bring an international and cross-cultural dimension into the learning, which will also be facilitated through the integration of UK and international case studies in each module. This will lead participants to be more self-aware and to be able to modify and develop their own and others' professional practices, as well as to work in diverse teams and in international business contexts.

To facilitate the progression of students into an international business career there will be a focus on inviting qualified and active practitioners as guest speakers, visiting lecturers and potential employers. You will also have an Academic Mentor to receive advice on your programme of study and how to make it relevant to your individual interests and career aspirations. Personal and career development will be facilitated through the Leadership and Professional Development module.

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

The learning and teaching process develops knowledge of a range of subject areas and the ability to handle a breadth of material. You 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 international business. Tutor-led sessions have a strong conceptual and theoretical emphasis and an 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, the business simulation/game and the individual research project.

Assessment includes assessing the rigour of academic arguments as well as the application of theory. Assessment will also require you to demonstrate a practical and integrative approach to a problem area or issue. A range of assessment methods will be deployed to facilitate this and will include reports, case study, market analysis, individual and team presentations, a research project proposal, an international business research project report or dissertation.

The Learning, Teaching and Assessment (LTA) Strategy for this programme was developed in line with key principles of the University's LTA Strategy (Applied, Collaborative and Engaged).

8b) 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	
MBA 7002 Leadership and Professional Development	Lectures/workshops	Individual Presentation	15 minutes + 15 minutes discussion	100%	End of Term 2	Dr Emma Roberts
MBA 7162 International Business	Lectures and seminars	Group presentation	20 minutes	40%	End of Term 1	Prof Denis Kobzev / tbc
		Individual report	2,500 words	60%	End of Term 1	
MBA 7082 International Management and Marketing	Lectures and seminars/workshops	Marketing plan	4,000 words	100%	End of Term 2	Mark Sebright
MBA 7192 Operations and Global Supply Chain Management	Lectures and tutorials/workshops	Case study report	4,000 words	100%	End of Term 1	Prof Denis Kobzev
MBA 7822 Corporate and International Strategy	Lectures, seminars and game sessions	Essay Individual report	2,000 words 2,000 words	50% 50%	End of Term 2 During Term 2	Hurol Ozcan
MBM 7552 Business Research	Lectures and workshops	Poster presentation	10 minutes	10%	End of scheduled teaching	Prof Denis Kobzev/ tbc
		Research proposal	3,000 words	90%	End of Term 3	
MBM 7564 Research Project/ Dissertation	One-to-one supervision	Project report/ Dissertation	8,000 words	100%	End of Summer	Prof Denis Kobzev/ tbc
MBA 7062 Starting and Growing Your Own Business	Lectures and workshops	Business plan	3,000 words	75%	End of Term 3	Hurol Ozcan
		Presentation	15 minutes	25%	Mid-Term 3	
MBA 7072 Human Resources Management	Lectures/seminars/workshops	Case study	4,000 words	100%	End of Term 3	Dr Emma Roberts
MBA 7172 Services Marketing	Lectures and seminars/tutorials	Case study report	4,000 words	100%	End of Term 3	Mark Sebright
MBA 7092 Project Management	Lectures/workshops/tutorials and project group guided study	Group presentation	15 minutes	25%	Mid-Term 3	Prof Denis Kobzev
		Project plan	3,000 words	75%	End of Term 3	

9. Entry requirements

Postgraduate programmes

Applicants should normally have achieved the following prior to registration for the programme:

- 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, e.g. the International English Language Testing Service (IELTS) – 6.0 (no component should be lower than 5.5) or equivalent test.

International students will have additional access to English language sessions – focusing on academic writing/skills and information retrieval sessions (which will also be 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 Recognition of Prior Experiential Learning (RPEL) and other appropriate procedures.

10. 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 modules exempted from condonement, any deviation from the standard institutional stipulations for award classification, eg. exclusion of Level 4 module marks from Foundation Degree classification)

Standard University Postgraduate Taught Course Academic Regulations apply.

11. 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.

MBM 7552 *Business Research* is prerequisite for MBM 7564 *Research Project/Dissertation*.
MBA 7032 *Strategic Marketing and Planning* or an introductory Marketing module is prerequisite for MBA 7172 *Services Marketing*.

12. 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; any PSRB requirements)

A new BMM postgraduate external examiner will be dedicated to the programme.

13. Additional information

Details regarding arrangements in respect of any special features of the programme/scheme,
(eg. a non-standard delivery pattern, study abroad, a field course, specific work placement, opportunities for onward progression from foundation degrees, constraints on out-of-programme optional module choices)

The MA International Business is designed for postgraduate students of other disciplines, who may or may not have professional work experience, but who will have decided that they want to work in the area of international business and recognise that in-depth research, planning, implementation and control are fundamental prerequisites for business success.

This programme advocates the mixed-experience cohort, where peer learning is multidimensional and postgraduates are encouraged to share their academic skills with those who are returning to HE, while students with professional (and international) experience bring the breadth of their practical knowledge to the class. A mixed cohort approach was tested with Leeds Trinity University's former MA Business Management and a very positive team dynamic was observed. It is additionally important to mention that many graduates acquire significant professional experience through work placement, organisation-based projects and internships, which are integrated in or linked to their programme of studies and through part-time work.

14. Additional support needs

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

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.