



PROGRAMME SPECIFICATION

1. General information

Awarding body / institution	Leeds Trinity University
Teaching institution	Leeds Trinity University
‘Parent’ School (<i>ICE / SAC / SSHS</i>)	SSHS
Academic Group (<i>or Cluster if clearer</i>)	Business
Professional accreditation body <i>(if applicable)</i>	N/A
Final award (<i>eg. BA Hons</i>)	Master of Arts (MA)
Title of programme(s)	International Business
Subsidiary award(s) (<i>if any</i>)	PG Cert Business, PG Dip International Business (fall-back awards only)
Honours type (<i>Single / Joint / Combined</i>)	N/A
Duration and mode(s) of study	1 year full time; 2 years part time
Month/year of approval of programme	May 2018 (Modification May 2019)
Start date (<i>this version</i>) (<i>month and year</i>)	September 2018
Periodic review next due (<i>academic year</i>)	2023
JACS subject code(s) (<i>Level 3</i>) <i>(Please refer to HESA listing on AQO website)</i>	N120 International Business
UCAS course code & route code <i>(available from Admissions)</i>	N/A
SITS codes (<i>Course / Pathway / Route</i>) <i>(available from Student Administration)</i>	INTBUSN
Delivery venue(s)	Leeds Trinity University

2. Aims of the programme

Rationale and general aims, including what is special about this programme <i>(from the student’s and a marketing perspective)</i>
The MA International Business programme is designed to provide students 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 provide opportunities for students to equip themselves with graduate attributes that are attractive to employers in the field of 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 could 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 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 students as managers and business specialists, with a focus on International Business operations.

The purpose of the MA is fourfold:

1. the advanced **study of organisations**, their management and the fast changing **international context**;
2. 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;
3. 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;
4. 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 and 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)**
- **practical skills specific to the subject (P)**
- **employability skills (E)**

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

On successful completion of the programme, students will have:

Knowledge (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 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 fall-back awards of Postgraduate Certificate and Postgraduate Diploma will be a combination of the learning outcomes listed above, depending on the diet of modules studied.

3a External benchmarks

Statement of congruence with the relevant published subject benchmark statements

(including appropriate references to 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).

It is important to note that in addition to QAA Benchmark Statement requirements 3 modules (MBE7002 Leadership & Professional Development; MBE7062 Innovation, Change & Enterprise; MBE7072 Human Resource Management), their learning outcomes and assessments are also aligned with the professional standard of Senior Leader Master Degree Apprenticeships to be in line with industry accepted standards.

4. Learning outcomes for subsidiary awards

Generic Learning outcomes for the award of Postgraduate Certificate:

On successful completion of 60 credits at Level 7, students will have demonstrated an ability to:

- develop new skills to a high level and advance knowledge and understanding in the discipline and/or area of professional practice;
- approach complex issues in a systematic and creative manner and make sound judgements in the absence of comprehensive information/data;
- communicate judgements and conclusions to different audiences;
- develop the qualities and transferable skills necessary for employment including the ability to exercise initiative and personal responsibility.

Generic learning outcomes for the award of Postgraduate Diploma

On successful completion of 120 credits at Level 7, students will have demonstrated, **in addition to the outcomes for a Postgraduate Certificate**:

- (i) the ability to utilise knowledge that is at, or informed by, the forefront of the discipline and/or area of professional practice to evaluate critically new insights and/or current issues;
- (ii) comprehensive knowledge of research techniques and how these can be critically applied to existing knowledge;
- (iii) Further development of the qualities and transferable skills necessary for employment including autonomous decision-making in complex situations.

5. Content

Summary of content by theme

(providing a 'vertical' view through the programme)

The 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.

The *Leadership and Professional Development* module will help students with strategic career planning and help to develop management and leadership capabilities. Core modules also include *International Business, Operations & Global Supply Chain Management, Corporate & International Strategy* and *International Management & Marketing* and are intended to provide 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 *Innovation, Change & Enterprise, Human Resources Management, and Project Management*, which allow students to individualise their programmes of study and

develop a degree of specialism that can be further extended, if desired, by the organisation-based research project.

Students will be required to do 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 students 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.

6. Structure

MA INTERNATIONAL BUSINESS full-time

Duration: 1 year full-time

Total credit rating: 180 (ECTS: 90)

Year 1 – with effect from September 2018

Core: Students are required to take:

MBE 7002	Leadership and Professional Development	Term 1	20 credits
MBA 7162	International Business	Term 1	20 credits
MBA 7192	Operations and Global Supply Chain Management	Term 1	20 credits
MBA 7082	International Marketing & Management	Term 2	20 credits
MBA 7822	Corporate and International Strategy	Term 2	20 credits
MBM 7552	Business Research	Term 2	20 credits

Options: Students are required to choose 1 module from: Term 3 20 credits

MBE 7062	Innovation, Change & Enterprise
MBE 7072	Human Resources Management
MBA 7092	Project Management

MBM 7564 Research Project/Dissertation Term 3 40 credits

MA International Business part-time

Duration: 2 year part-time

Total credit rating: 180 (ECTS: 90)

Year 1 – with effect from September 2018

Core: Students are required to take:

MBE 7002	Leadership and Professional Development	Term 1	20 credits
MBA 7822	Corporate & International Strategy	Term 2	20 credits
MBA 7082	International Marketing & Management	Term 2	20 credits

Options: Students are required to choose 1 module from: Term 3 20 credits

MBE 7062	Innovation, Change & Enterprise
MBE 7072	Human Resources Management
MBA 7092	Project Management
MBA 7112	Services Marketing

Year 2 – with effect from September 2019

Core: Students are required to take:

MBA 7162	International Business	Term 1	20 credits
MBA 7192	Operations & Global Supply Chain Management	Term 1	20 credits

MBM 7552	Business Research	Term 2	20 credits
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In order to be eligible for the award of MA all students are required to take the 40-credit module:

MBM 7564*	Research Project/Dissertation	Term 3	40 credits
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Indicate as applicable:

* *There is a prerequisite for enrolment on this module – see section 10.*

+ *The indicated module(s) are not available to visiting students.*

7. Learning, teaching and assessment

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

The programme meets the requirements of relevant policy documents, particularly the QAA Framework for HE Qualifications, relevant QAA Subject Benchmark Statement and the University's Strategic Plan and Learning, Teaching and Assessment Strategy (2015-20).

The key goals of the LTAS Strategy (2015-2020) strategy are that we:

- a. Adopt a pedagogical approach that emphasises active enquiry and collaboration, allowing students to both shape and be responsible for their learning;
- b. Provide and support relevant technologies and learning spaces that give opportunities for flexible approaches to provision, enabling students to exercise choice in relation to where, when and how they manage their learning;
- c. Provide an educational experience that is student-centred and responsive to the needs and attributes of individuals;
- d. Retain a key role for applied learning through placements and volunteering opportunities, developing a range of employability skills;
- e. Develop critical thinking and analytical skills, enabling our graduates to make sense of an increasingly data rich world;
- f. Ensure that ethical practice, social responsibility and sustainability are central to what we do;

This is reflected in the learning, teaching and assessment strategy of the MA International Business programme as follows:

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 higher education 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. Students will also have an academic tutors to receive advice on their programme of study and how to make it relevant to their individual interests and career aspirations. Personal and career development will be facilitated through the *Leadership and Professional Development* module.

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 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. 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 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 students 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 various types of reports, project plan, case studies, market analysis, individual and team presentations, personal portfolio a research project proposal, an international business research project report or dissertation.

8. Entry requirements

Postgraduate programmes

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

- Honours Degree (at least at Lower Second Class) in their first subject (or equivalent).

For applicants 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).

Applications are welcome from those with few or no formal qualifications. Any previous relevant work experience (e.g. 6 years of experience at managerial level) 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 (RP(E)L) and other appropriate procedures.

9. 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, e.g. exclusion of Level 4 module marks from Foundation Degree classification)

Postgraduate Taught Course Academic Regulations apply.

The MA International Business will be awarded on successful completion of 180 credits. The award will be with Pass, Merit or Distinction, as outlined within the University's Taught Course Academic Regulations.

The Postgraduate Certificate in Business is available as a fallback award for students achieving 60 credits (any modules; after all attempts).

The Postgraduate Diploma in International Business is available as a fallback award for students achieving 120 credits (any modules; after all attempts).

10. Prerequisites

Details of modules which must be passed before enrolment on a module at a higher level

MBM7552 *Business Research* is prerequisite for MBM7564 *Research Project/Dissertation*.

11. 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 and are expected to be able to participate fully in this programme. Arrangements will be made, via the normal University support systems, to accommodate students with additional support needs wherever possible, with reasonable adjustments made to accommodate individual needs.