

PROGRAMME SPECIFICATION

for the award of

MSc in Management

Managed by Oxford Brookes Business School

Date approved:	February 2017 (Programme first validated in September 2001)
Applies to students commencing study in:	September 2020

RECORD OF UPDATES

Date amended	Nature of amendment	Reason for amendment
20/1/18	Section 4: change P58801 / BMGT-7013 from 100% exam to 100% CW	Change of assessment
November 2019	Name Change	In response to market intelligence
November 2019	Deletion of Global Strategic Management and Introduction to Principles of Marketing modules. Replaced with Developing Skills for Business Leadership and Project Management and Change Leadership modules	In response to market intelligence – to differentiate from the International Business Management programme by positioning this programme as one that develops ‘soft’ management skills.
November 2019	Deletion of HR pathway.	To reduce complexity. Students with an interest in HR have several other options, and recent recruitment to this pathway has been very low.

SECTION 1: GENERAL INFORMATION

Awarding body:	Oxford Brookes University
Teaching institution and location:	Oxford Brookes University, Oxford
Language of study:	English
Final award:	Master of Science (MSc)
Programme title:	MSc Management
Interim exit awards and award titles available:	PGC-MG: Postgraduate Certificate in Management PGD-MG: Postgraduate Diploma in Management
Brookes course code:	MSC-MG
UCAS code:	0462
JACS code:	N200
HECoS code:	See guidance note G2.2, section 1
Mode of delivery:	Full-time (face to face/on-campus) Part-time (face to face/on-campus)
Mode/s and duration of study:	1 Year for full time 2 Years for part time Maximum duration is 5 years.
QAA subject benchmark statement/s which apply to the programme:	Master's degrees in Business and Management (2015)
Professional accreditation attached to the programme:	Chartered Management Institute (CMI) http://www.managers.org.uk

University Regulations:	The programme conforms to the University Regulations for the year of entry as published/archived at: http://www.brookes.ac.uk/regulations/ Specific Regulations for http://www.brookes.ac.uk/regulations/current/specific/
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SECTION 2: WHY STUDY THIS PROGRAMME?

The focus of this programme is the development of cross-cultural management skills in addition to providing a foundational understanding of how businesses operate. It is ideal for students seeking to pursue a range of managerial careers in either commercial or not-for-profit organisations, and it is suitable for graduates with a good first degree in any subject.

The programme aims to enable students to develop knowledge and skills in preparing for a management career in a range of contexts or to prepare for higher study. It will enable students to develop the self-awareness and competencies to lead and manage people within cross-cultural contexts. The programme aims to build an understanding of the nature of different organisational and business environments around the world. Contemporary issues such as organisational ethics, global sustainability, and global citizenship are addressed across the Programme.

The Programme develops:

- knowledge, understanding, skills and experience to develop a critical understanding about the contribution of management within a range of global organisational contexts
- a capacity for critical enquiry and evaluation as well as independent thinking and effective research skills
- a capacity to communicate and collaborate effectively within a learning community and other stakeholders
- a range of professional skills and experiences to underpin management roles.
- a capacity to develop broader perspectives and cross-cultural competencies in order to perform ethically and professionally

Employability is embedded across the programme (refer to Section 5 for more detail) - a key objective is to provide students with practical experience and exposure to industry throughout, to make the links between theory and practice, and ensure graduates are well-positioned to enter the employment market. The programme team frequently invites professionals and guest lecturers to provide students with practical insights to the world of business and management and to discuss trends and challenges in specific industries. Speakers typically hold the position of managing director and recent speakers have been from the automotive, banking and retail sectors.

Profiles of staff teaching on the programme can be found at <http://business.brookes.ac.uk/about/staff/>.

SECTION 3: PROGRAMME LEARNING OUTCOMES

On successful completion of the programme, graduates will demonstrate the following Brookes Attributes:

3.1 ACADEMIC LITERACY

1. Develop a critical understanding of theory and concepts related to leadership and management and apply appropriate models/theories to a range of diverse organisational contexts
2. Develop a critical understanding of change management theories, concepts and frameworks both within different international contexts and from various cultural perspectives, and how to manage change through a participative approach.
3. Relate theory to practice and demonstrate a critical understanding of both; construct a rational argument, by synthesising and organising relevant information from a range of sources and work effectively either independently and in terms using a range of academic skills of research, analysis and enquiry.

3.2 RESEARCH LITERACY

4. Recognise and encourage the development of appropriate research methodologies to progress the study and enquiry of management across a range of international organisational contexts and issues
5. Understand and apply techniques of research and enquiry to create and interpret knowledge of a variety of international organisational and industry settings and situations
6. Work independently and in groups using a range of academic skills of research, analysis and enquiry.
7. Undertake a sustained piece of original research on a topic of relevance to the content and context of the programme and critically evaluate evidence and arguments so that judgement can be made about the validity of conclusions drawn.

3.3 CRITICAL SELF-AWARENESS AND PERSONAL LITERACY

8. Demonstrate a range of leadership skills in decision-making in diverse environments (Also Active Citizenship)
9. Work effectively as a member of a team and manage multi-task, problem solving projects to a successful conclusion.
10. Set personal objectives relating to longer-term career objectives and learn through reflection on learning experiences, whether this be in the classroom, from consultancy or the workplace.
11. Demonstrate the skills required to make an early contribution in a business role.

3.4 DIGITAL AND INFORMATION LITERACY

12. Demonstrate the skills and practices necessary to become a confident, agile adopter of a range of technologies for personal, academic and professional use.
13. Apply a range of generic and publishing specific IT skills; use a variety of forms of written communication; demonstrate skills of oral presentation, debate and academic discussion.

3.5 ACTIVE CITIZENSHIP

14. Recognise the importance of ethical considerations and social responsibility within management decision-making.
15. Critically evaluate intercultural and diverse working environments and identify associated behavioural dynamics

16. Demonstrate a range of behavioural and interpersonal competencies in relation to cross-cultural communication in management within organisations

17. Critically apply notions of corporate social responsibility to different business environments

SECTION 4: CURRICULUM CONTENT & STRUCTURE

4.1 PROGRAMME STRUCTURE AND REQUIREMENTS:

The programme has been designed to provide students with a solid grounding in leadership and management skills, in addition to providing knowledge of selected functional areas. All managers will need an understanding of finance and budget management, hence the inclusion of the Finance and Accounting for Business module. The Managing International Organisations module provides students with exposure to and understanding of different types of organisation to prepare them for a career in any location and sector. The Leadership & Management, Developing Skills for Business Leadership, and Project Management & Change Leadership modules will together equip students with the knowledge and skills needed to lead and manage in today's business environment.

Programme credits are made up as follows:

- Compulsory modules: 80 credits
- Experiential Learning: 10 credits
- Optional modules: 40 credits
- Capstone module: 50 credits
- **Total full-time mode: 180 credits**
- Optional placement module: 20 credits
- **Total sandwich mode: 200 credits**

Code	Module Title	Credits	Level	Status	C/W: Exam ratio
ACFI 6004	Finance and Accounting for Business	10	6	Compulsory	100% CW
BMGT 7013	Managing International Organisations	20	7	Compulsory	100% CW
BMGT 7019	Project Management and Change Leadership	20	7	Compulsory	100% CW
BMGT 7021	Research Methods	10	7	Compulsory	100% CW
BMGT 7046	Developing Skills for Business Leadership	10	7	Compulsory	100% CW
BMGT 7065	Leadership & Management	10	7	Compulsory	100% CW
BMGT 7066	Placement	20	7	Compulsory for Sandwich Mode	100% CW

One Module from:					
BMGT 7024	Consultancy Project	10	7	Optional	100% CW
BMGT 7037	International Study Trip	10	7	Optional	100% CW

One Module from (50 credits):					
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BMGT 7028	Client Project	50	7	Optional	100% CW
BMGT 7049	Synoptic Research Project	50	7	Optional	100% CW
BMGT 7050	Dissertation	50	7	Optional	100% CW

Two Modules from (40 credits)					
ACFI 7009	Corporate Finance Concepts	20	7	Optional	30% CW 70% Written Exams
ACFI 7019	Corporate Governance and Social Responsibility	20	7	Optional	100% CW
BMGT 7025	Entrepreneurial Theory & Practice	20	7	Optional	100% CW
BMGT 7030	Strategic Business Simulation	20	7	Optional	100% CW
BMGT 7039	Procurement and Supply Chain Management	20	7	Optional	100% CW
BMGT 7040	Physical Logistics and Distribution	20	7	Optional	100% CW
BMGT-7048	Global Strategic Management	20	7	Optional	40% CW 60% Written Exams
HRMA 7023	Managing Employment Relations	20	7	Optional	100% CW
HRMA 7031	Resourcing, Talent and Performance Management	20	7	Optional	100% CW
MARK 7002	Customer Insight and Engagement	20	7	Optional	100% CW
MARK 7010	Strategic Brand Management	20	7	Optional	40% CW 60% Written Exams

BMGT-7011	International Business in Practice: Study Trip	0	7	Optional	100% CW
INSE 4001	Academic English for Postgraduate Studies	0	4	Optional	100% CW
INSE 4002	Academic English for Postgraduate Research	0	4	Optional	100% CW

4.2 PROGRESSION AND AWARD REQUIREMENTS

For the PG Certificate and PG Diploma there are no compulsory modules. Students must achieve 60 Credits for the PG Certificate and 120 Credits for the PG Diploma from the above list of modules.

4.3 PROFESSIONAL REQUIREMENTS

None

SECTION 5: TEACHING AND ASSESSMENT

The programme is designed to be highly interactive and is supported by facilitative teaching methods, whereby students are expected to construct their own knowledge and understanding by engaging in supported processes of enquiry. This is often carried out in small groups, allowing students and staff to get to know each other well, and providing the opportunity for frequent and informal feedback from both peers and the teaching team. Teaching sessions may be in a variety of forms depending on the module and subject being examined. Technology is incorporated into the classroom where possible to enhance the learning experience. The Strategic Business Simulation module is just one example of this, in this module students use a piece of simulation software and have to make decisions based on the changing market and environmental dynamics.

Group-work is encouraged across the entire programme, in recognition of the importance of teamwork in today's business environment. In some modules it is formally assessed, however, even if not formally

assessed, group-work will form a significant aspect of all modules on the programme. This enables students to learn how to effectively work within a team, and to understand the importance of leadership, negotiation and conflict management in such a situation. The emphasis on group-work also encourages a participative approach to learning including collaborative learning and peer review.

Employability is embedded across the programme - a key objective is to provide students with practical experience and exposure to industry throughout, to make the links between theory and practice, and ensure graduates are well-positioned to enter the employment market. This is achieved in a variety of ways including: providing students with opportunities for experiential learning (further detail below), guest lectures from senior leaders and managers from organisations across a range of industries, field trips to UK-based and international businesses. Many of the academics teaching on the programme have extensive industry experience to bring to the classroom, and we also work with accrediting bodies such as the Chartered Managers Institute (CMI) and the Association of MBAs (AMBA) to ensure our programmes are current and relevant and provide graduates with the knowledge and employability skills needed to succeed. The university offers extensive career advice and support to students throughout their programme.

Opportunities for experiential learning ('learning by doing') are provided in several ways. Students are offered a choice between two experiential learning modules - the Consultancy Project where students work in groups and provide a real consulting service to an organisation selected by the university, or the International Study Trip module, where students visit another country and engage with local organisations and their management. In addition to the requirement to take one of these two modules, students may also choose to go on placement in year two. Whilst it is the responsibility of the student to find an appropriate placement, and success is not guaranteed, the university provides comprehensive support to assist students both with their placement search and the application process. Students also have the opportunity to complete a Client Project as an alternative to the dissertation, and to participate in a Business Simulation exercise.

Student learning is supported and assessed through a number of different formats, including group and individual presentations, oral examinations (vivas), group and individual reports, reflective essays, and examinations. As well as enabling students to develop different skills, the variety of assessment supports our inclusivity objective, recognising differing student preferences with regard to assessment. The assessment strategy is informed by the Brookes Assessment Compact. To find out more about the Brookes Assessment Compact, please visit:

<https://www.brookes.ac.uk/ocslid/consultancy/consultancy-areas/>

The programme culminates in the Capstone project, where students have the opportunity to bring together the knowledge and learning developed throughout their degree to work on a substantive research project. The aim is to provide students with a choice of Capstone project, to enable them to select the option that most suits their individual interest and learning style. The programme offers three options – the Synoptic Research Project, Client Project, or Dissertation. The three options differ both in amount of structure and types of assessment, thus ensuring students can select an option that is the best fit for them.

How student time is divided between different teaching and learning methods

Self-managed study time is comprised as follows:

- Class preparation including reading, reflection and research to allow an interchange of ideas, examples and experiences
- Guided and supported reading to enhance learning and understanding
- Assignment preparation, individually and in groups
- Planning and co-ordination of a variety of tasks
- Examination preparation

Taught/Active learning hours are comprised as follows:

- Timetabled and supervised hours of study where designated teaching facilities are provided with access to the tutor either face to face or via the Virtual Learning Environment.

Each module will require the students' active contribution in terms of both self-managed study time as well as face to-face taught sessions. A typical 20 credit module will have 36 contact hours and will require an additional 164 hours of individual study. A typical 10 credit module will have 18 contact hours and will require an additional 82 hours of individual study. However, the subject area and the programme level teaching and learning strategy may necessitate a deviation from the above contact hours.

The assessments of the modules are predominantly 100% coursework, apart from a small number of modules which are assessed in full or in part by examination.

Within the Induction week, an early diagnostic assessment of student's writing skills is undertaken and students are supported further with additional academic English support during the programme if this seems to be appropriate.

SECTION 6: ADMISSION TO THE PROGRAMME

6.1 ENTRY REQUIREMENTS

A minimum of a second class honours degree (2:2) in any academic discipline, or equivalent overseas degree from a recognised institution or equivalent professional or other qualification.

Applicants who possess a diploma rather than a good degree may be eligible for entry provided they have compensatory work experience and can demonstrate career development.

This course attracts students from a wide range of backgrounds and nationalities. Applications are welcome from those in work and seeking continuing professional development.

Entry will also be subject to two satisfactory references (one of these must be an academic reference).

Please also see the university's [general entry requirements](#).

English language requirements

If English is not your first language you will need to satisfy the university's English language requirements:

- IELTS minimum level 6.0 (with a minimum of 6.0 in reading and writing and 5.5 in listening and speaking) or equivalent
- If you have completed your undergraduate degree in the UK (at least one full year of study) you will automatically meet our English language requirements

Please also see the university's [standard English language requirements](#) .

6.2 DBS AND OTHER PRE-COURSE CHECKS REQUIRED

Not applicable

SECTION 7: PREPARATION FOR EMPLOYMENT

Completion of this programme will enable individuals to obtain rewarding jobs and look at the world with confidence, presenting great opportunities for those individuals equipped with the appropriate knowledge, skills talents, and enthusiasm. Most graduates of the Programme develop careers in management, management consultancy or policy development roles within international institutions or NGO's. After graduating, students have joined global organisations such as Google and Nestle or are working in consultancy firms in London, Oxford or overseas. Some students have worked in financial, commercial and not-for profits global organisations, others students have continued with an academic career pursuing PhD studies in the UK or overseas.

The inclusion of an experiential learning element of the programme is specifically to provide students with opportunity to make the link between theory and practice and provide the 'learning by doing'

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experience that employers are seeking. This element of the programme is compulsory for all, so even those students who are not able to attain a placement will have participated in some experiential learning.

Students also have the opportunity to undertake a client project, on behalf of a real client organisation over a period of around 3 months, as the final capstone module of the course.

The University Careers Service offers guidance on career planning as well as practical advice on CV writing, mock interviews and assessment centres, tutorials and careers counselling. Its online vacancies database Talent Bank details internship and graduate job opportunities plus volunteering and project work.

Students in the Business School can also benefit from the services of the Work and Voluntary Experience Service (WAVES), which, as well as providing students with support for their placement search, also supports students in identifying volunteering or internship opportunities.