Hertfordshire Business School

Title of Programmes:

MSc Management
MSc Management with Digital Marketing
MSc Management with Logistics and Supply Chain
MSc Management with Sustainability

Post Graduate Diploma (PG Dip) Management

Programme Code:

BSMGMT	MSc Management Management with Digital Marketing Management with Logistics and Supply Chain Management with Sustainability
BSMGMTPGD	PG Diploma in Management

Programme Specification

This programme specification is relevant to students entering:
01 September 2021

Associate Dean of School (Academic Quality Assurance):
Veronica Earle

Signature

A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

Summary of amendments to the programme:

Section	Amendment

If you have any queries regarding the changes please email AQO@herts.ac.uk

Programme Specification MSc Management

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

Section 1

Awarding Institution/Body	University of Hertfordshire
Teaching Institution	University of Hertfordshire
University/partner campuses	De Havilland Campus
Programme accredited by	Not applicable
Final Award (Qualification)	MSc & PG Dip
All Final Award titles (Qualification and Subject)	MSc Management MSc Management with Digital Marketing MSc Management with Logistics and Supply Chain MSc Management with Sustainability
FHEQ level of award	7
Language of Delivery	English

A. Programme Rationale

The programme's overriding aim is to develop individuals for employment in a management role within a company or organisation where professional and informed management is required. The programme is open to graduates of any discipline wishing to obtain a management qualification, including non-graduates with appropriate work experience and those with an appropriate professional qualification.

Management will be explored from a range of perspectives to develop students understanding of its multidisciplinary nature. Our teaching philosophy is to integrate theory with practice across the modules as students develop their awareness of the business environment in the wider international economy and thus become aware of the responsibilities of management to society, to sustainability, and the planet. We also place great emphasis on the importance of sound research practices and training as individuals work more and more in a global world and global knowledge economy.

The programme offers an attractive study and learning opportunity for full-time students who want a sound generalist business master's degree designed to build on each individual's employment skills. It is available as an MSc in Management or an MSc with one of three alternative field areas of study, and additionally a Postgraduate Diploma is also available.

The MSc Management has been created to enable students to develop their leadership and management skills to become competent and successful managers.

Further reading about studying a masters in management can be found here:

https://www.prospects.ac.uk/jobs-and-work-experience/job-sectors/business-consulting-and-management/management-courses

Offering students alternative areas of study means one can choose to enhance their understanding of current, very topical and very important business issues. The purpose of each field is to allow students to focus their studies in a critical area of management:

- MSc Management with Digital Marketing reflects the shift from traditional print based marketing to a more dynamic and multi-faceted targeted digital marketing arena which has moved and changed with developments in both Social Media and in technology and continues to grow and change as Data Mining and Artificial Intelligence play a greater role in business operations. In an increasingly digitalised business environment, there is a growing demand for graduates in managerial roles with the skills to design and manage digital marketing strategies. The pathway Management with Digital Marketing will provide the opportunity, for instance, to gain an insight into creating a digital marketing strategy.

- MSc Management with Logistics and Supply Chain reflects the increasing complexity of business operations management and the need for the efficient acquisition, storage, movement and transportation of goods both to the organisation and to customers. The pathway Management with Logistics and Supply Chain has been created for individuals who want to develop the supply chain management and leadership skills needed to drive forward businesses operating in today's dynamic global economy.

- MSc Management with Sustainability gives students the opportunity to bring together the many different parts of the taught programme and to apply the skills and knowledge acquired to the development of sustainable business activities. The pathway Management with Sustainability is for students who want to develop key managerial skills with an emphasis on sustainability. The students will be provided with opportunity to explore the challenges of ensuring sustainability in management decision-making and the importance of managing relationships with communities, society and the environment.

B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in UPR TL03.

Additionally, this programme aims to:

- provide students with an intellectually challenging, integrated, and applied programme of study leading to a breadth of knowledge, understanding and skills which are greater than the sum of the individual modules. This will occur through the provision of a significant learning experience linked clearly to real world, current, business issues.

- equip students with a strong theoretical grounding through a programme of study which develops and enhances their academic and practical skills, their social and communicative skills and generates a capacity for independent, conceptual, and creative thinking, appropriate to the study of management at master's level.

- enable students to develop the analytical and problem-solving skills which will enable them to engage with, and apply, what is taught either to their future workplace problems and issues or to a range of desk based real life scenarios.

- develop students' conceptual understanding of the issues and complexities of management in an international and global context so they may better apply and communicate management solutions to a range of business issues, problems, and events.

C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies

(2014), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
A1 - critically evaluate the role of management in a global context and the theory and research that underpin our knowledge and understanding of Management A2 - analyse the changing global context of business activities A3 - research and evaluate alternative ways of managing organisations engaged in international business A4 - assess the generation and implementation of creative responses to a range of different internal and external tensions evident in a fast changing world. And for a 'with' award: A5 - Build contextual knowledge of managerial and operational aspects of their chosen field through a substantive project.	Knowledge and understanding are acquired through a combination of (but not limited to) lectures, seminars, tutorials and workshops, Blended Learning using StudyNet, together with a range of other learning and teaching approaches designed to engage students fully in the learning process. Knowledge and understanding is encouraged and communicated through the use of case studies, scenario building and setting business problems in a current contextual setting The choice of method will depend upon the nature and format of a specific module and the desired learning outcome. Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	Knowledge and understanding are assessed through a combination of (although not limited to): time constrained assessments, presentations, debates, case studies, group work, reports, essays and an Integrated Management Research Project.

Intellectual skills:	Teaching/learning methods & strategies	Assessment
B1 - critically analyse relevant academic management and leadership theories and apply models, theory, tools and techniques for the critical evaluation of real business issues B2 - apply knowledge to the solution of practice & subject based structured and unstructured problems B3 - analyse, evaluate and critique evidence through the	Intellectual skills are developed throughout the programme by the methods and strategies outlined in section A, above. Students apply their problem solving skills using the knowledge, technical and research skills which are being developed through the programme Throughout, the learner is encouraged to develop their intellectual skills by independent	Intellectual skills are assessed through a combination of (although not limited to): Time constrained assessments, presentations, case studies, group work, reports and essays and a project.

interpretation of data and information; B4 - recognise and address ethical dilemmas applying ethical and organisational values to situations and choices B5 - research and evaluate theories, paradigms, principles and concepts;	study and through the use of a range of research techniques. Regular individual and group presentations are used to critique progress and provide students with formative feedback	
Practical skills:	Teaching/learning methods & strategies	Assessment
C1- apply quantitative skills for the analysis of business situations C2 - gather relevant information through research and self-reflection to enable the production of reports, portfolios, presentations and solving structured and unstructured problems C3 - make effective use of communication and information technology C4 - plan, design and execute a sustained piece of research demonstrating appropriate research skills. C5 - be creative and entrepreneurial and manage and encourage the creative process in others.	Practical skills are developed through a variety of teaching and learning methods including seminars, workshops, project work, group work, student presentations and case studies. The choice of method will depend upon the nature and format of a specific module and the desired learning outcomes. Preparing reports, solving problems, applying a range of different techniques to case studies, working cooperatively with peers or individually and group work are all included across the programme to encourage a constructivist approach to learning.	Practical skills are assessed using a range of different methods as appropriate including: time constrained assessments, presentations (individual and group), group work, business reports, reports, case studies, and essays. The practical skills are assessed by a range of assignments built into the curriculum as outlined at A and B above
Transferable skills:	Teaching/learning methods & strategies	Assessment
D1 - communicate arguments, ideas and information effectively in writing and/or oral presentations D2 - work effectively within a multicultural team D3 - present and support an extended argument D4 - reflect on individual learning	Transferable skills are developed within the programme through a variety of teaching and learning methods, including seminars, workshops, project work, and group work, learning logs, student presentations, role play, computer applications and case studies. The choice of method will depend upon the nature and format of a specific module and the desired learning outcomes. Throughout, the learner is encouraged to develop transferable skills and to join or	Transferable skills are assessed through a range of assignments built into the curriculum as above at A and B.

D5 - show awareness of self and others, including ethical and organisational values	take part in activities outside the curriculum to enhance different group and social skills.

D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in full time mode over one year with entry points in September and January each year.

The programme leads to the award of MSc Management or an MSc Management with either Digital Marketing, Logistics and Supply Chain Management or Sustainability or PG Diploma in Management. The final award title will default to MSc Management unless students choose to complete the 60 credit Integrated Management Project in one of the designated fields.

Entry is normally with a good first degree i.e. 2:1 or 2:2, in any discipline, however we are able to accept students with a borderline 3rd/2.2. We can do this because we provide significant support across the duration of the programme to ensure all students are able to successfully complete the programme – so long as they engage. It is also possible for those without a first degree, but who have appropriate management work experience to join the programme. Those who hold a Diploma in Management Studies or equivalent from a UK (or equivalent) University may also be given direct entry with advanced standing.

Research Methods Support

Recognising the importance of Research skills in Management we continue to provide taught research techniques, as a key part of the Integrated Management Research Project. This is tailored for students on this programme of study, and engagement in it is essential and compulsory.

As an additional resource, students are also provided with a wide range of online support facilities providing additional, easily accessed support.

Professional and Statutory Regulatory Bodies

NA

Work-Based Learning, including Sandwich Programmes

NA

Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

Mode of study: **Full-Time MSc Management**

Entry point: Semester A (September)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Integrated Management Research Project	7BUS2043	60	English	0	100	0	C

Mode of study: **Full-Time MSc**

Entry point: Semester B (January)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Integrated Management Research Project	7BUS2043	60	English	0	100	0	C

Mode of study: **Full-Time MSc Management with Digital Marketing**

Entry point: Semester A (September)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Integrated Management Research Project with Digital Marketing	7BUS2062	60	English	0	100	0	C

Mode of study: **Full-Time MSc**

Entry point: Semester B (January)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Integrated Management Research Project with Digital Marketing	7BUS2062	60	English	0	100	0	C

Mode of study: **Full-Time MSc Management with Logistics and Supply Chain**

Entry point: Semester A (September)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Integrated Management Research Project with Logistics and Supply Chain	7BUS2063	60	English	0	100	0	C

Mode of study: **Full-Time MSc**

Entry point: Semester B (January)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Integrated Management Research Project with Logistics and Supply Chain	7BUS2063	60	English	0	100	0	C

Mode of study: **Full-Time MSc Management with Sustainability**

Entry point: Semester A (September)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Integrated Management Research Project with Sustainability	7BUS2064	60	English	0	100	0	C

Mode of study: **Full-Time MSc**

Entry point: Semester B (January)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Integrated Management Research Project with Sustainability	7BUS2064	60	English	0	100	0	C

Mode of study: Full-time PG Diploma in Management– 120 credits

Entry Point: Semester A (September)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B

Mode of study: **Full-Time PG Diploma – 120 credits**

Entry point: Semester B (January/February)

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Marketing & Entrepreneurship	7BUS2040	30	English	0	100	0	B
Understanding Financial Data	7BUS2041	30	English	0	100	0	B
Strategic Leadership and HR Management	7BUS2039	30	English	0	100	0	A
Analytics for Operations and Logistics Management	7BUS2042	30	English	0	100	0	A

PG Dip students would not take the 60 credit Integrated Management Research Project to graduate but can transfer to the Masters programme in liaison with their Programme Leader.

The award of MSc Management requires 180 credit points passed at level 7 including the 60 credit Integrated Management Research Project

The Integrated Management Research Project cannot be included for the award of a Postgraduate Certificate (60 credits) or a Postgraduate Diploma (120 credits).

The award of a Postgraduate Certificate in Higher Education requires *any* 60 credit points (excluding the Integrated Management Research Project).

The award of a Postgraduate Diploma Management Studies requires *all* 120 credits from the taught modules (excluding the Integrated Management Research Project).

Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
Masters	Management	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Management with Digital Marketing	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Management with Logistics and Supply Chain	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Management with Sustainability	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Diploma	Postgraduate Diploma in Management	120 credit points, including at least 90 at level 7	2 Semesters depending on entry point	A1, A2, A3, A4, A5, B1, B2, B3, B4, B5, C1, C2, C3, C4, D1, D2, D3
Postgraduate Certificate	PG Certificate in Higher Education	60 credit points	Semester A or B	

Masters and Diploma awards can be made "with Distinction" or "with Commendation" where criteria as described in UPR AS14, Section D and the students' handbook are met.

Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, UPR AS11, UPR AS12/UPR AS13 and UPR AS14) with the exception of those listed below, which have been specifically approved by the University:

Further points of clarification and interpretation relevant to this specific programme are given below:

E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:

- Dean of School and Deputy Dean of School
- Head of Business Analytics and Systems, who has delegated management responsibility for this programme
- The Associate Dean AQA must assure that these programmes operate within the parameters of the programme specification and DMDs
- A Programme Leader who is responsible for the day- to-day management of the programme
- An Admissions Tutor, with specific responsibility for open days and selection
- An International Admissions Tutor, with specific responsibility for selection of overseas students
- A designated Programme Team to deal with day-to-day administration associated with the programme
- Module Leaders who are responsible for individual modules
- A Programme Committee, the membership of which includes student representatives from each level of study and key members of the Hertfordshire Business School staff.

Support

Students are supported by:

- A Programme Leader
- Admin Hub
- Centre for Academic Skills Enhancement (*CASE*)
- Student representative on Programme Committees
- A designated programme administrator
- Embedded induction and consolidation at the start of each semester
- StudyNet, a versatile on-line inter-active intranet and learning environment
- Guided Student-centred learning on StudyNet module sites
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in 2 Learning Resources Centres
- A substantial student centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support etc.
- Office of Dean of Students, incorporating Chaplaincy, Counselling and nursery
- Medical centre
- English support classes, including Academic Business English sessions aligned to all taught modules
- A Mathematics Drop-in Centre
- An Equal Opportunities Officer
- The Students' Union
- Guided student centred learning through the use of StudyNet
- A Careers Service for all current students and graduates
- University Disability Advisors

F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules which are made available on the students StudyNet site. These include:

- A Programme (or Student) Handbook is available in the MSc Management Programme site on StudyNet.
- A Definitive Module Document (DMD) for each constituent module;
- A Guided Learner Journey for each constituent module .

The Ask Herts website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: http://www.herts.ac.uk/secreg/upr/. In particular, UPR SA07 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/. Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF panel's report and conclusions can be accessed at: https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#/provider/10007147

G. Entry requirements

The normal entry requirements for the programme are a good first degree i.e. 2:1 or 2:2, in any discipline, however we do offer places to students with a borderline 3rd/2.2. We can do this because we provide significant support across the duration of the programme to ensure all students are able to successfully complete the programme – so long as they engage.

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in UPR SA03), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

If you would like this information in an alternative format please contact: Mary Simpson, Programme Leader (M.A.Simpson@herts.ac.uk) or dhaq@herts.ac.uk

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

MSc Management

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as in section 1 and the following page)																			
		Knowledge & Understanding					Intellectual Skills					Practical Skills					Transferable Skills				
Module Title	**Module Code**	**A1**	**A2**	**A3**	**A4**	**A5**	**B1**	**B2**	**B3**	**B4**	**B5**	**C1**	**C2**	**C3**	**C4**	**C5**	**D1**	**D2**	**D3**	**D4**	**D5**
Strategic Marketing & Entrepreneurship	7BUS2040	x	x	x	x		x	x	x		x	x	x	x	x	x	x	x		x	x
Understanding Financial Data	7BUS2041	x	x		x			x	x	x		x	x	x			x	x	x		x
Strategic Leadership and HR Management	7BUS2039	x	x	x	x		x	x	x	x	x		x	x			x	x		x	x
Analytics for Operations and Logistics Management	7BUS2042	x	x	x				x	x			x	x	x		x	x		x		
Integrated Management with Digital Marketing Research Project	7BUS2062	x			x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x
Integrated Management with Logistics and Supply Chain Research Project	7BSU2063	x			x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x
Integrated Management with Sustainability Research Project	7BUS2064	x			x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x
Integrated Management Research Project	7BUS2043	x			x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

A1 - critically evaluate the role of management in a global context and the theory and research that underpin our knowledge and understanding of Management

A2 - analyse the changing global context of business activities

A3 - research and evaluate alternative ways of managing organisations engaged in international business

A4 - assess the generation and implementation of creative responses to a range of different internal and external tensions evident in a fast changing world.

And for a 'with' award:

A5 - Build contextual knowledge of managerial and operational aspects of their chosen field through a substantive project.

Practical Skills

B1 - critically analyse relevant academic management and leadership theories and apply models, theory, tools and techniques for the critical evaluation of real business issues

B3 - analyse, evaluate and critique evidence through the interpretation of data and information

B4 - recognise and address ethical dilemmas applying ethical and organisational values to situations and choices

B5 - research and evaluate theories, paradigms, principles and concepts

Intellectual Skills

C1- apply quantitative skills for the analysis of business situations

C2 - gather relevant information through research and self-reflection to enable the production of reports, portfolios, presentations and solving structured and unstructured problems

C3 - make effective use of communication and information technology

C4 - plan, design and execute a sustained piece of research demonstrating appropriate research skills

C5 - be creative and entrepreneurial and manage and encourage the creative process in others

Transferable Skills

D1 - communicate arguments, ideas and information effectively in writing and/or oral presentations

D2 - work effectively within a multicultural team

D3 - present and support an extended argument

D4 - reflect on individual learning

D5 - show awareness of self and others, including ethical and organisational values

MSc Management AOL Goals

		Assurance of Learning Goals and Criteria																	
		1.Professionalism, Employability and Enterprise			2. Learning and Research Skills			3. Intellectual Depth, Breadth and Adaptability			4. Respect for Others			5. Social Responsibility			6. Global Awareness		
Module Title	Module code	1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3	4.1	4.2	4.3	5.1	5.2	5.3	6.1	6.2	6.3
Analytics for Operations and Logistics Management	7BUS2039	x	x																
Using Financial Data	7BUS2041			x						x									
Integrated Management Research Project	7BUS2043				x	x	x	x						x					
Strategic Marketing & Entrepreneurship	7BUS2040								x				x					x	x
Strategic Leadership and HR Management	7BUS2039										x	x			x	x			

Section 2

Programme management

Relevant QAA subject benchmarking statements	Business and Management (2015)
Type of programme	Taught Postgraduate
Date of validation/last periodic review	January 14
Date of production/ last revision of PS	Jan 21
Relevant to level/cohort	Level 7 entering September 2021 & January 2022
Administrative School	Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSMGMT	MSc Management	100089

Course details		
Course code	Course description	HECOS
BSMGMTPGD	PgDip Management	100089