Programme specification

Award title: MSc Management (Part Time, Online, Semester B Intake)

Title of programme:	MSc Management (Part Time, Online, Semester B Intake)
Programme code:	BSWMGM
Awarding institution/body:	University of Hertfordshire
Teaching institution:	University of Hertfordshire
School:	Hertfordshire Business School
University/partner campuses:	University of Hertfordshire, Online
Programme accredited by:	Not Applicable
Final qualification:	Master of Science (MSc) [Level 7 Postgraduate Taught]
Final award title (qualification and subject):	MSc Management
UCAS code:	N/A
FHEQ level of award:	7 PGT
Language of delivery:	English
This programme specification is relevant to:	2025-26
Students entering at:	Semester B - January
Related programmes:	
Mode of study:	Part Time
Typical duration:	2 Years
Version:	1.4
Version date:	18 Nov 2025
Version description	1.4
Validation status:	Validated

What is a programme specification?

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.

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.

Changes to your course or modules

Although it is never something we do lightly, we may in certain circumstances, make changes to the advertised content or structure or methods of delivery of your course or individual modules after you have accepted your offer, which may in certain cases include discontinuing a module. We cannot cover here every possible example of when we might decide to do so, but in normal circumstances it would only be for one or more of the following reasons:

- to reflect changes to the theory in an area of research or practices around the subject or its delivery

- to improve a course or a module (for example, to take account of feedback from students)

- to safeguard academic standards

- to comply with the requirements of an external professional, commissioning or accrediting body (for example, a requirement that certain course content be added, changed or removed or that a particular module is discontinued or included)

- to comply with legal, regulatory or governmental requirements

- to safeguard the health, safety and wellbeing of our students and staff

- where insufficient students have chosen an optional module making it unviable *(and where we have indicated in this Programme Specification that this might be a possibility)*

- where the University has found it difficult, for reasons beyond its control, to appoint a member of staff with appropriate expertise to ensure that an optional module can proceed where the change results from other circumstances outside our reasonable control

If we decide to make a change (other than one which is minor or insignificant) before you have registered on the course for the first time, we will inform you as soon as reasonably practicable so that you can decide whether or not you still wish to study with us. If as a consequence you decide not to study with us, we will refund any tuition fees and/or deposit that you have paid in advance in respect of the course in question. For further details regarding our refund policy please see our **Fees and Finance Policy**.

If we decide to make a change (other than one which is minor or insignificant) after you have registered, we will similarly inform you as soon as reasonably practicable, and we will also use every reasonable effort to minimise any adverse effect it may have on you. If in spite of our efforts

the change is likely to have a serious adverse effect on you (for example, by prejudicing your future choice of career), we will try to find you a suitable alternative course or module with us or (if you prefer) we will try to suggest a suitable alternative course with another education provider. If you change course or module in these circumstances (or simply withdraw from your course), any entitlement you may have to a refund in tuition fees you have already paid will be determined in accordance with our *Fees and Finance Policy*.

In the case of a material change to a course or module, we will also in appropriate circumstances consult with student representatives with a view to identifying options for, and minimising any adverse effect on, affected students.

Some optional modules may have capacity issues and therefore we may not be able to guarantee you a place on your first choice.

More information about how we will try protect you against changes to your modules or programmes can be found in our *Student Protection Plan* at https://www.herts.ac.uk/study/your-offer-package

Additional important points

The programme will deliver a contemporary and applied programme of study at postgraduate level within the area of Business and Management by enabling students to study independently using the online study materials and asynchronous engagement with their peers and tutors. Students are expected to participate in discussion forums to work collaboratively and develop cultural awareness as well as self-awareness as they learn to deal with others in a multi-cultural context. This will equip students with the understanding of how key concepts and theories are used to deal with complex issues systematically, creatively and responsibly for sustainable organisational practices in the face of incomplete information or uncertainty.

To develop a critical understanding of management in context, the use of case studies and business scenarios will introduce students to being critical thinkers when evaluating the application of contemporary business and management principles in organisations within the public, private or not-for-profit sectors. Through their engagement with their peers on different modules, students will be exposed to an international perspective to understand the impact of globalisation on business, societies and the ethical implications. This will facilitate their understanding for the need to develop responsible, ethical and sustainable practices for business success as they continually identify opportunities for personal professional development, appropriate to postgraduate and/or management careers in business.

The programme embeds research throughout the modules and enables students to learn to identify and evaluate appropriate sources of information and technology for making informed and ethical decisions in a dynamic environment. A range of assessments methods will enable students to demonstrate their ability to apply key business and management principles and/or techniques to given scenarios, case studies or workplace activities to tackle and solve problems creatively and innovatively, using appropriate technology. Students are expected to engage in research activities which employs creative thinking for an enterprising and entrepreneurial mindset, thus enhancing their employability and transferable skills. Furthermore, the 30-credit Strategic Management Research module requires students to undertake independent secondary research and undertake training in research methods linked to a chosen area of business and management.

Throughout the programme, students will be encouraged to develop self-awareness regarding the need for life-long learning, including an understanding of the skills, knowledge and competencies required for business and management to inform their chosen career

Admissions information

The normal entry requirements for the programme are:

Qualification type	Subjects	Grades
Recognition Prior to Learning		The School will consider non-standard applicants who can demonstrate that they have relevant work experience for a period of 3 years via a Curriculum Vitae and/or LinkedIn profile and a substantial personal statement (approx. 300-500 words) or video presentation about why you want to study this programme, what you hope to gain from the course of study and where you see your development taking your career. Further guidance on this is available for non-standard applicants when you apply. This course is intended to serve recently graduated students across all disciplines who are looking to learn more about the field of managing business and people. No previous experience in management is required for recent graduates as this course will prepare you for a wide array of management skills required. This course is also for current managers who are earlier in their careers and maybe do not have an undergraduate degree but have the relevant skills to be successful in a masters' degree.
English Language Proficiency		For International applicants whose first language is not English, IELTS score of 6.0 (with no less than 5.5 in any band), or equivalent.
Bachelors Degree		A Bachelor's degree in a business or non-business-related subject area at a level equivalent to a UK second class Honours degree.

Equivalent qualifications will be considered on an individual basis, such as the Access to HE Certificate or approved equivalent.

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 us via https://ask.herts.ac.uk/contact-us

If you wish to receive a copy of the External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

Additional admissions information

Interview/audition required:	No
Portfolio required:	No
DBS check required:	No
Occupational health check required:	No
GTC check required:	No

The academic year

The University's academic year is made up of 3 Semesters. For most undergraduate students the academic year is split into two Semesters (A & B). Each of these is made up of teaching weeks followed by exams (the re-sit period falls within Semester C). For further information please follow the link below

Term and semester dates | Study | Uni of Herts

Expected workload

In the UK, a full-time student is expected to spend 1200 hours on their studies each year. Please find below an estimate of how your time will be spent on this course during each year of study.

Year	Lectures, seminars, tutorials	Independent study	Placement
Year 1 - Part 1	0%	100%	0%
Year 1 - Part 2	0%	100%	0%
Year 2 - Part 1	0%	100%	0%
Year 2 - Part 2	0%	100%	0%

Method of assessment

Year	Test	Written exam	Coursework	Practical
Year 1 - Part 1	8%	0%	93%	0%
Year 1 - Part 2	0%	0%	100%	0%
Year 2 - Part 1	15%	0%	85%	0%
Year 2 - Part 2	0%	0%	100%	0%

Additional expenses

Please see below a list of expected materials you will need for your studies. You will be given detailed lists when the course starts.

Title	Description	Value type	Cost (£)
None		Approximate	£0

*Costs vary subject to supplier.
** This is an indicative cost – how much you use and need to replace these supplies will depend on your own style of working and process.

Programme specification detail

A: Programme rationale

The programme's aim is to develop individuals for employment in a management role within a business or organisation. The structure of the MSc Management programme is designed to develop students' knowledge, understanding and skills in business and management to enhance their ability to think and plan for management and strategic impact. It aims to build on students' first degree and/or work experience to enhance their knowledge, competence and ability to think critically as part of their transferable skills into management. Through the use of real-world scenarios, documentaries, business cases or simulation, research in relevant business areas will support students to develop sustainable and ethical management practices.

Graduates will be equipped with contemporary knowledge and understanding of business and management with opportunity to focus in the final two modules related to one of the following areas: Cyber Security, Artificial Intelligence, Data Analytics, Digital Marketing, Entrepreneurship, Financial Services, Healthcare Management, Human Resources, Project Management, Supply Chain Management, Sports Management, Sustainability, Tourism or Product Development. Through scheduled webinars with selected guest speakers, these sessions will provide students with knowledge of the relevant sector or industry to critically assess and identify the qualifications, competencies and skills needed for their continuous professional development.

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.

https://www.herts.ac.uk/about-us/our-leadership-strategy-and-plans/our-governance-and-leadership

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, linked to real world and 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 analytical and problem-solving skills which will help them engage with and apply their knowledge with real-world scenarios. This will be through a variety of methods, for instance, from their workplace, simulation experience and/or research-informed case studies.
Develop students' conceptual understanding of the issues and complexities of management in a local and global context so that they are equipped to 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 (2024) and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further

and Higher Education (2021) have been used as a guiding framework for curriculum design.

Programme outcomes

Learning outcomes are split into four different types.

Intellectual skills

On successful completion of this programme, a student will be able to:

IS1   Critically analyse relevant academic management and leadership theories to select and apply relevant models, tools and/or techniques for the critical evaluation of real business issues.

IS2   Apply knowledge to the solution of practice & subject based structured and unstructured problems or business scenarios.

IS3   Analyse, evaluate and critique evidence through the interpretation of data and information.

IS4   Recognise and address complex and unpredictable ethical dilemmas and apply responsible and sustainable practices to organisations.

IS5   Research and evaluate the effectiveness of business and management theories, principles and concepts in given scenarios.

Knowledge and understanding

On successful completion of this programme a student will have knowledge and understanding of:

KU1   Critically evaluate the role of management in a global context and the theory and research that underpin our knowledge and understanding of management.

KU2   Analyse the changing global context of business activities.

KU3   Research and evaluate alternative ways of managing organisations engaged in international business.

KU4   Build contextual knowledge of managerial and operational aspects in their chosen field through a research project.

Practical skills

On successful completion a student will be able to:

PS1   Create and manage opportunities for innovative and entrepreneurial activities to enhance organisation and own practice.

PS2   Plan, design and execute a sustained piece of research demonstrating appropriate research skills.

PS3   Make effective use of communication and information technology.

PS4   Effectively apply numeracy and quantitative skills for the analysis of business situations.

Transferable skills

On successful completion of this programme, a student will be able to:

TS1   Communicate arguments, ideas and information effectively in writing and/or oral presentations.

TS2   Show awareness of self and others, including ethical and organisational values.

TS3   Present and support an extended argument with regards organisational practice.

TS4   Work effectively within a diverse team.

Graduate Attributes

Graduate Attributes are delivered in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the development of the Graduate Attributes (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own personal and professional development as the programme progresses**.**

GA1   Professionally Focused
GA2   Globally Minded
GA3   Sustainability Driven
GA4   Digitally capable and confident
GA5   Inclusive and collaborative
GA6   Evidence based and ethical

D: Teaching methods

Knowledge and Understanding (KU):

Throughout your programme, you are expected to study independently using the concepts, theories or frameworks introduced on each module site. In each module, you are expected to complete weekly units that introduce and develop your knowledge and understanding of particular topics or areas of business and management.

The structured online study materials will be supplemented by the formative activities to enable you to check your understanding or apply what is learnt to broaden your knowledge of the subject.

Asynchronous discussions may be used to apply your knowledge to various business scenarios, case studies or business simulation.

This programme is delivered as 100% asynchronous online mode of delivery for the teaching content. Synchronous or live support may be offered, for example assignment support for the module cohort, and other activities may be considered on request.

Intellectual Skills (IS):

Intellectual skills are developed through the methods and strategies outlined in section A above.

To develop your research, analytical and evaluative skills, students are required to conduct research on real business cases or current business issues as a means to understanding the application of business concepts and theory in practice.

Opportunities to apply these skills to realistic business situations are integral to each module on the programme.

Practical Skills (PS):

Practical skills are developed through the methods and strategies outlined in section A, above.

By working independently and flexibly, students are expected to demonstrate their ability to conduct independent research using appropriate sources for effective decision-making. They must utilise relevant technology and tools to support their studies.

Working collaboratively with peers or individuals across the programme will encourage a life-long approach to learning.

Transferable Skills (TS):

Through the use of the University's Studynet module platform, you are expected to communicate asynchronously with your peers and tutors. This requires you to be sensitive to others, taking into consideration the diversity in cultures, contexts and circumstances. You are expected to adhere to the online protocol for the discussion forum.

The majority of the modules require the application, evaluation and synthesis of business concepts, theories or frameworks to your practice, evidence arising from your assessments will cover aspects of TS1 to TS4.

E: Assessment strategy

The programme complies 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 approved by the University:

https://www.herts.ac.uk/about-us/our-leadership-strategy-and-plans/our-governance-and-leadership/university-policies-and-regulations-uprs

Assessment Strategy for:

Knowledge and Understanding (KU):

The assessment strategy on this programme enables you to apply the knowledge and understanding gained from each module to conduct effective research, critically analyse and evaluate these findings against your experience in the workplace or case studies.

To check knowledge and understanding, weekly formative asynchronous tasks may be in the form of quizzes and/or visual or written evidence that may be peer-reviewed or part of your contribution in a discussion. Feedback from these may be used to inform or form part of your final assessment. Final assessments may consist of 'live' problem or case study orientated with emphasis on testing the acquisition of core knowledge and its application through a written assignment in the form of reports, essays, timed assessment, analysis of case studies or problems, which may be completed in small groups or individually. Other forms of assessment may consist of a portfolio, recorded video, narrated presentation and/or reflective writing.

Intellectual Skills (IS):

Intellectual skills are assessed through a combination of (although not limited to):

Time constrained assessments, narrated presentations, case studies, group work, reports, essays, portfolio and blogs or reflective narratives.

Practical Skills (PS):

Practical skills are assessed through a range of assignments built into individual modules which may include group or individual oral or written presentations as outcomes as in A above.

Transferable Skills (TS):

For the programme, TS1 to TS4 skills will be assessed through a range of activities including written assignments, live group work, discussion contribution, reflective logs and/or recorded podcasts and presentations in various modules. These may form part of your formative or summative assessments.

Throughout your studies, you are encouraged to reflect on how far you have developed any other competencies or skills that are transferable to the workplace. This will facilitate the completion of a personal development plan in the final module.

F: 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:

Final compensation cannot be awarded for the Strategic Management Research module, as this is a key element of this degree

G: Professional accreditation requirements

Not Applicable

H: Management of programme and support for student learning

Management

The programme is managed and administered through:

- The programme is managed and administered through: The Dean and Associate Dean of School (Academic Quality Assurance) of the Hertfordshire Business School, who are responsible for overseeing the successful delivery and assessment of the programme; A Programme Leader, who is responsible for day-to-day management of the programme; Module Leaders, who are responsible for the delivery of a module and module-level academic support; Student representatives who liaise with the Programme Leader and Module Leaders; A designated administrative team to deal with day-to-day administration associated with the programme and its modules; A Programme Committee which meets twice a year and is chaired by the Programme Leader; A Student Success team to administer student satisfaction surveys and collect qualitative feedback.

Support

Students are supported by:

- Students are supported by: An onboarding experience that will include online events, meet and greets, Q&A sessions, study skills orientation and ongoing Canvas guidance and support; Signposted support services to direct students to the support available, be it pastoral, academic or technical support; Pastoral support will be provided through a ticketing system to enable students to book one-on-one appointments with their dedicated student success advisor. The student success team is available across multiple time zones and provides weekend coverage. During one-on-one appointments students can reschedule module start dates and discuss non-academic issues. A

dedicated student success advisor who will be an important point of contact, able to provide a good understanding of the School and programme you are studying; Proactive advisors who will assess progress and reach out to any student who is not meeting the prescribed engagement levels; Student Wellbeing (incorporating Counselling, Mental Health and Disability Support); A versatile online, interactive intranet and learning environment; Guided student-centred learning on Canvas module sites; Access to extensive digital collections of information resources; University Disability Advisors; Careers and Employment; Hertfordshire Student's Union; A dedicated online programme site.

I: Programme structures, features, levels, modules, and credits

Programme structure

Year 1 - Part 1
Semester A, September, represented as A (09)
Semester A, November, represented as A (11)
Semester B, January, represented as B (01)
Semester B, March, represented as B (03)
Semester C, May, represented as C (05)
Semester C, July, represented as C (07)

The student must take a maximum of 90 credits from the modules in Year 1. Maximum credits: 60

Semester	Module Code	Module Title	Credits	Level	Core/optional
B (01)	7WBS2032	Project Management	15	7	Core
B (03)	7WBS2033	People Management	15	7	Core
C (05)	7WBS2034	Managing Organisation and Change	15	7	Core
C (07)	7WBS2035	Finance for Managers	15	7	Core

Year 1 - Part 2
No information available Maximum credits: 30

Semester	Module Code	Module Title	Credits	Level	Core/optional
A (09)	7WBS2030	Leadership Development	15	7	Core
A (11)	7WBS2031	Sustainability Management	15	7	Core

Year 2 - Part 1
The award of an MSc Management requires 180 credits passed at Level 7, including the 30 credits Strategic Management Research (see also programme-specific regulations). Maximum credits: 75

Semester	Module Code	Module Title	Credits	Level	Core/optional
B (01)	7WBS2038	Strategic Marketing	15	7	Core

Semester	Module Code	Module Title	Credits	Level	Core/optional
B (03)	7WBS2036	Business Analytics	15	7	Core
C (05)	7WBS2037	Entrepreneurship in Context	15	7	Core
CA (07)	7WBS2039	Strategic Management Research	30	7	Core

Year 2 - Part 2
No information available Maximum credits: 15

Semester	Module Code	Module Title	Credits	Level	Core/optional
A (11)	7WBS2040	Executive Career Development	15	7	Core

Final and interim awards available

Final award	Award title	Minimum requirements	Available at the end of level
MSc	Management	See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm 180 credits, to include at least 150 credits @ Level 7 (with no more than 15 credits below Level 6) The title 'Master of Science' is generally used where studies are substantially based on science, engineering or mathematics and their applications. It can also be used in social sciences.	7 PGT

Interim award	Award title	Minimum requirements	Available at the end of level
PGCert	Management	See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm 60 credits, to include at least 45 credits @ Level 7	7 PGT
PGDip	Management	See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm 120 credits, to include at least 90 credits @ Level 7 (with no more than 15 credits below Level 6)	7 PGT

Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A dedicated programme site on the University's Virtual Learning Environment (Canvas);
- A Definitive Module Document (DMD) 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 very high-quality teaching, learning and outcomes for its students. Consequently, the University received a Silver award in the 2023 Teaching Excellence Framework (TEF) exercise. This award was made in October 2023 and is valid for up to 4 years. The TEF panel's report and conclusions can be accessed via this link.

J: Development of intended programme learning outcomes in the constituent modules

These maps identify 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.

X = Delivered and Assessed

Module Code	IS 1	IS 2	IS 3	IS 4	IS 5	KU 1	KU 2	KU 3	KU 4	PS 1	PS 2	PS 3	PS 4	TS 1	TS 2	TS 3	TS 4
7WBS2030	X	X	X		X	X	X	X			X	X		X	X	X	X
7WBS2031	X	X	X	X	X	X	X	X		X	X	X		X	X	X	
7WBS2032			X	X	X		X	X			X	X		X	X	X	X
7WBS2033	X		X	X	X	X	X	X			X	X		X	X	X	X
7WBS2034	X		X	X	X	X	X	X	X	X	X	X		X	X	X	
7WBS2035			X	X	X	X	X				X	X	X	X			
7WBS2036	X	X	X	X	X		X				X	X	X	X	X		
7WBS2037	X		X	X	X	X	X		X	X	X	X	X	X	X	X	X
7WBS2038	X		X	X	X	X	X		X	X	X	X	X	X	X	X	X
7WBS2039	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
7WBS2040			X				X		X		X	X		X	X		

Key to module codes

Module code	Level	Title
7WBS2030	7	Leadership Development
7WBS2031	7	Sustainability Management
7WBS2032	7	Project Management
7WBS2033	7	People Management
7WBS2034	7	Managing Organisation and Change
7WBS2035	7	Finance for Managers
7WBS2036	7	Business Analytics
7WBS2037	7	Entrepreneurship in Context
7WBS2038	7	Strategic Marketing

7WBS2039   7   Strategic Management Research
7WBS2040   7   Executive Career Development

Key to programme learning outcomes for Intellectual Skills

IS1   Critically analyse relevant academic management and leadership theories to select and apply relevant models, tools and/or techniques for the critical evaluation of real business issues.

IS2   Apply knowledge to the solution of practice & subject based structured and unstructured problems or business scenarios.

IS3   Analyse, evaluate and critique evidence through the interpretation of data and information.

IS4   Recognise and address complex and unpredictable ethical dilemmas and apply responsible and sustainable practices to organisations.

IS5   Research and evaluate the effectiveness of business and management theories, principles and concepts in given scenarios.

Key to programme learning outcomes for Knowledge and Understanding

KU1   Critically evaluate the role of management in a global context and the theory and research that underpin our knowledge and understanding of management.

KU2   Analyse the changing global context of business activities.

KU3   Research and evaluate alternative ways of managing organisations engaged in international business.

KU4   Build contextual knowledge of managerial and operational aspects in their chosen field through a research project.

Key to programme learning outcomes for Practical Skills

PS1   Create and manage opportunities for innovative and entrepreneurial activities to enhance organisation and own practice.

PS2   Plan, design and execute a sustained piece of research demonstrating appropriate research skills.

PS3   Make effective use of communication and information technology.

PS4   Effectively apply numeracy and quantitative skills for the analysis of business situations.

Key to programme learning outcomes for Transferrable Skills

TS1   Communicate arguments, ideas and information effectively in writing and/or oral presentations.

TS2   Show awareness of self and others, including ethical and organisational values.

TS3   Present and support an extended argument with regards organisational practice.

TS4   Work effectively within a diverse team.

Development of Graduate Attributes in the constituent modules

This map identifies where the Graduate Attributes are delivered in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the development of the Graduate Attributes (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own personal and professional development as the programme progresses. [Note that there is no requirement for the Graduate Attributes to be assessed through these modules]

D = Delivered

Module Title	Module Code	Level	Professionally Focused	Globally Minded	Sustainability Driven	Digitally Capable & Confident	Inclusive and Collaborative	Evidenced-based and Ethical
Leadership Development	7WBS2030	7 PGT	D		D	D	D	D
Sustainability Management	7WBS2031	7 PGT	D	D	D	D	D	D
Project Management	7WBS2032	7 PGT	D		D	D	D	D
People Management	7WBS2033	7 PGT	D	D	D	D	D	D
Managing Organisation and Change	7WBS2034	7 PGT	D	D	D	D	D	D
Finance for Managers	7WBS2035	7 PGT			D	D		D
Business Analytics	7WBS2036	7 PGT			D	D		D
Entrepreneurship in Context	7WBS2037	7 PGT	D	D	D	D	D	D
Strategic Marketing	7WBS2038	7 PGT	D	D	D	D	D	D
Strategic Management Research	7WBS2039	7 PGT	D	D	D	D	D	D
Executive Career Development	7WBS2040	7 PGT		D	D	D	D	D