



MSc Business and Management

Programme Specification

Primary Purpose

Course management and quality assurance.

Secondary Purpose

Detailed information for students, staff and employers. Current students should refer to the related Course Handbook for further detail.

Disclaimer

The University of Portsmouth has checked the information given in this Programme Specification. We will endeavour to deliver the course in keeping with this Programme Specification; however, changes may sometimes be required arising from annual monitoring, student feedback, review and update of units and courses. Where this activity leads to significant changes to units and courses, there will be prior consultation of students and others, wherever possible, and the University will take all reasonable steps to minimize disruption to students. It is also possible that the University may not be able to offer a unit or course for reasons outside of its control, for example; the absence of a member of staff or low student registration numbers. Where this is the case, the University will endeavour to inform applicants and students as soon as possible. Where appropriate, the University will facilitate the transfer of affected students to another suitable course.

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Course Details

1. Named Awards

MSc Business and Management

2. Course Code (and UCAS Code if applicable)

C1971F; C1971P

3. Awarding Body

University of Portsmouth

4. Teaching Institution

University of Portsmouth

5. Accrediting Body

EPAS

6. QAA Benchmark Groups

Postgraduate Business and Management

7. Document Control Information

September 2018

8. Effective Session

2018/2019

9. Author

James Rowe

10. Faculty

Business and Law

11. Subject Group

Business and Management: Generalist Business

Curriculum

12. Educational Aims

The Educational Programme:

- To provide students, in particular those with non-business or business-related subject backgrounds, with the opportunity to acquire Masters level knowledge, understanding and skills in the most important functional business and management subjects and to provide students with a rigorous grounding in these business and management subjects

- To enhance the scholarship of students by equipping them with a range of transferable, conceptual, analytical and reflective skills which may be applied to the problems of business in the private and public sectors;
- To provide opportunities to develop research skills at masters level;
- To provide a challenging and stimulating framework of study for full time students;
- To facilitate personal, academic and professional development through a coherent programme of study;
- To provide an opportunity for students to identify and analyse the context of the application of their learning;
- To provide opportunities for students to develop a critical awareness of current local and global issues in the field of Business and Management;
- To provide opportunities for students to develop critical perspectives on theories and to review and evaluate the appropriateness and potential value of concepts, models and techniques that underpin the constituent business and management subjects
- To provide students with both multidisciplinary and integrated perspectives that can be employed in the analysis of business problems
- To provide students with opportunities for blended learning using appropriate information and communication technologies;
- To provide students and in particular students who have not acquired managerial work experience prior to admission to the MSc Business and Management, with a recognised qualification which will improve their career development and promotion prospects.

13. Reference Points

The programme and outcomes have been developed taking into account

- University of Portsmouth Curricula Framework Document
- The programme and outcomes have been developed taking into account - QAA Subject Benchmark Statement - Masters Awards in Business and Management - Programme Type 2, Generalist master's degrees (normally pre-experience)
- Framework for Higher Education Qualifications (FHEQ)
- National Qualifications Framework

14. General Learning Outcomes

Level 7

Master's degrees/Postgraduate Certificates/Postgraduate Diplomas are awarded to students who have demonstrated:

- a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of their academic discipline, field of study or area of professional practice
- a comprehensive understanding of techniques applicable to their own research or advanced scholarship
- originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline
- conceptual understanding that enables the student:
 - to evaluate critically current research and advanced scholarship in the discipline
 - to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses

Typically, holders of the qualification will be able to:

- deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences
- demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level
- continue to advance their knowledge and understanding, and to develop new skills to a high level

And holders will have:

- the qualities and transferable skills necessary for employment requiring:
 - the exercise of initiative and personal responsibility
 - decision-making in complex and unpredictable situations
- the independent learning ability required for continuing professional development

15. Learning Outcomes

A. Knowledge and Understanding of:

- A.1 The impact of contextual forces on organisations including economic, social, environmental and technological change issues, international development, societal and stakeholder expectations; including contemporary challenges to organisations and their responses.
- A.2 Contemporary strategic management concepts, theories, models and analytical frameworks and their application to the development of appropriate business policies and strategies including types of organisations and their environments and the complex interrelationships between and within these environments.
- A.3 Markets and customers; the development and operation of markets, the expectations of customers and other stakeholders, the importance of customer service orientation, the processes and institutions involved in the production of goods and services and the management of resources and operations.
- A.4 The management and development of people within organisations: organisational theory and behaviour, employee relations, HRM and the management of change.
- A.5 The financing of business operations: sources, uses and management of financial resources.
- A.6 The uses and limitations as well as strengths and weaknesses of different research methods and techniques (qualitative and quantitative) for conducting and evaluating business research.

B. Cognitive (Intellectual or Thinking) Skills, able to:

- B.1 Synthesise, analyse and interpret information from a variety of sources, including the integration of theory and practice.
- B.2 Solve problems and make decisions by establishing relevant criteria and making use of appropriate decision techniques.
- B.3 Apply critical and creative thinking to the analysis and evaluation of business problems and management issues, including the ability to identify assumptions, and implicit values, evaluate evidence, appraise the logic of arguments and the ability to generalise appropriately.
- B.4 Make appropriate use of numeracy, quantitative and qualitative skills including the use of models and conceptual frameworks for business situations and management issues.
- B.5 Analyse and diagnose complex and uncertain situations.

C. Practical (Professional or Subject) Skills, able to:

- C.1 Retrieve, evaluate and select appropriate information from diverse sources.

- C.2 Apply appropriate qualitative and quantitative techniques to analyse information and to evaluate research.
- C.3 Undertake effective decision-making in complex and uncertain situations.
- C.4 Implement decisions through the selection and use of appropriate interpersonal skills.
- C.5 Plan, conduct and report a programme of original research.

D. Transferable (Graduate and Employability) Skills, able to:

- D.1 Job search, including CV development and interview techniques.
- D.2 Critically and competently employ a range of management skills including negotiation, delegation and coordination of tasks in a group context.
- D.3 Demonstrate understanding of employability and recruitment processes from the perspective of employee and employer.
- D.4 Demonstrate proficiency in IT skills, including the competent use of different applications for business purposes.

16. Learning and Teaching Strategies and Methods

Knowledge and understanding of key principles, theories and techniques relevant to the component elements of business and management will be provided through a programme of weekly, progressive activities, beginning at Induction, e.g. formal tutor delivered lectures, supported by workshop sessions, work group activities using case studies, exploratory exercises and small group work. Group discussions and surgeries, both face-to-face and asynchronous on-line, will be used to refine understanding.

Cognitive skills will be developed through a programme of weekly, progressive activities, beginning at Induction e.g. formal tutor delivered lectures, supported by workshop sessions, work group activities using case studies, exploratory exercises and small group work. Lectures will be the starting point for the development of cognitive skills via explanation and review. Small group work will be the main vehicle for promoting these skills. Activities such as academic exercises, problem-solving exercises, case studies and business games are designed so that course members enhance their skills via the facilitating role of the lecturer and the interaction with peers. Feedback, both informally and formally (including for coursework), encourages the development of all the cognitive skills listed, especially independence of thought and creativity.

Induction includes initial guidance on the use of library and other (electronic) sources of information (C.1). This, together with skills C.2 and C5, are promoted in the Management Development Module. The interactive nature of the small group work based on case studies and business games provides the opportunity for the development of skills C.1 to C.4. Feedback, both informally and formally (including for coursework) encourages the development of all the skills listed.

This programme is a general management degree and thus is geared towards the skills and capabilities required to work in an organisation. However, the unit 'Management Development' sets out to overtly address the issues of Employability, Career Management, cross-cultural management and business ethics. It includes for example, sessions on various aspects thinking and reflective skills and problem-solving skills. In addition, invited presenters from Purple Door run career management sessions.

17. Assessment Strategy

Seen and unseen written examinations and coursework assignments are used to assess knowledge and understanding. Coursework assignments and Research Projects are directed to the integration of theory and practice in the application of knowledge to different types of organisations and contexts. There will be a mixture of self, peer and tutor-assessment and opportunities for reflection and formative assessment will be provided, predominantly in workshops and seminars.

Seen and unseen written examinations assess the cognitive skills B.1 to B.5. However, the emphasis of the assessment is on coursework assignments and the Research Projects which provide greater scope for course members to demonstrate their cognitive skills.

Skills C.1 and C.2 are partly assessed by seen and unseen written examinations. Skills C.1 to C.4 are assessed by coursework assignments. Skill C.5 is assessed by coursework assignment and the final report of the Research Projects.

Employability skills are cited on assignment briefs and feedback forms for advice and direction to specific Faculty of Business and Law and central University support functions.

The programme assessment strategy reflects both the vocational nature of the subject area and the developmental needs of the students. The assessment strategy is balanced between individual and group assessments, case-based or work-based, written and oral/visual presentational assessment with students working on structured and independently developed assignments. The variation in the assessment reflects the types of projects and reporting media that managers encounter in their workplace.

All units within the programme use at least one designed formal formative assessment that is not weighted towards unit grading and further informal formative work may occur as part of summative assessments. The purpose of this approach is to use assessment as an integral and supportive axis of the student's development.

Where examinations are used the rubrics vary depending on subject – unseen or seen, semi-open-book or closed-book and vary in duration.

All assessment of student work is in cognisance of postgraduate assessment criteria and corrective developmental feedback is on an individual or group basis as appropriate to enhance the learning experience and allow individuals and groups to gauge their development.

18. Course Structure, Progression and Award Requirements

See [Unit Web Search](#)¹ for full details on the course structure and units

The course comprises eight 15-credits core units and two 30-credits optional units which act as a specialist route through the programme. The Management Development module develops learning, personal and employability skills that support the other units as well as cross-cultural management and ethical business. The course may be studied full-time over three teaching blocks. Five core units are delivered in teaching block one. Three core units and the first specialist unit are delivered in teaching block two. The second specialist unit is delivered in teaching blocks one to three. Students on a specialist route taking their second specialist unit will be assessed by an 8000 word independent learning/research project which will vary across each specialism but will contain generic elements of research practice. The independent learning/research project of the 30-credit specialist units allows for a hand-in date in September, running over the third teaching block.

Students completing the full 180 credits exit with the MSc. Students completing 120 credits may only exit with a Postgraduate Diploma and students completing 60 credit points may only exit with a Postgraduate Certificate.

19. Employability Statement

The purpose of the MSc Business and Management is to develop the critical and practical skill that will enable the individual to enhance their performance and career development. The MSc is designed to enhance Scholastic capital, Social capital, Cultural capital (prestige), Inner value capital (personal efficacy) and Market value capital. This is developed through casework, group work, business simulations, guest speakers and subjects that focus on organisational, functional and strategic management. A key element of the programme is the international nature of the students that offers scope for cross-cultural experience and networking. CVs are developed; careers and personal development planning will be covered particularly in the content of the 'Management

¹ www.port.ac.uk/unitwebsearch

Development' module and also during Induction; Information and guidance are also provided by the University Careers Service. Links with employers are maintained through the Faculty of Business and Law's Business Development and Industrial Liaison offices, and through research and knowledge transfer activities of academic staff members.

Course Management

20. Support for Student Learning

- The Course is managed by a Course Leader
- Extensive induction programme introduces the student to the University and their course
- Each student has a personal tutor, responsible for pastoral support and guidance
- University support services include careers, financial advice, housing and counselling
- The Academic Skills Unit (ASK)
- The Additional Support and Disability Advice Centre (ASDAC)
- Excellent library facilities
- Student course and unit handbooks provide information about the course structure and University regulations
- Feedback is provided for all assessments
- Personal Development Planning (PDP) for all awards

21. Admissions Criteria

A. Academic Admissions Criteria

- Either a good first degree from a UK university or equivalent. Normally this would be at least a lower second classification.
- Students with English as their second language will be required to have attained an IELTS score of at least 6.5, with no element lower than 6.

B. Disability

The University makes no distinction in its admissions policy with regard to disability and will endeavour to make all reasonable adjustments in order to make it possible for students to study at Portsmouth on a course of their choice.

22. Evaluation and Enhancement of Standards and Quality in Learning and Teaching

A. Mechanisms for Review and Evaluation

- Course Leader's Annual Standards and Quality Evaluative Review
- Head of Postgraduate Programmes' Annual Standards and Quality Evaluative Review
- Unit and Course Level student feedback considered at Board of Studies
- Unit Assessment Board consideration of student performance for each programme
- Annual Standards and Quality Reports to Board of Studies, including consideration of Subject and Award External Examiner Reports
- Periodic Programme Review
- Student Representatives and Student/Staff Consultative Committees
- National Student Survey
- National Postgraduate Taught Experience Survey
- Staff Performance and Development Review
- Peer Review and Development Framework

- Faculty Learning and Teaching Committee

B. Responsibilities for Monitoring and Evaluation

- Unit Co-ordinators for unit content and delivery
- Course Leader for day-to-day running of course
- Board of Studies with overall responsibilities for operation and content of course
- Head of Department
- Associate Dean (Academic)
- Associate Dean (Students)
- Quality Assurance Committee
- Unit, Award and Progression Board of Examiners

C. Mechanisms for Gaining Student Feedback

- Student Representation on Board of Studies
- Student Staff Consultative Committees
- Unit and Course level student feedback questionnaires
- University participates in external student surveys, e.g. National Student Survey (NSS), Postgraduate Taught Experience Survey (PTES), Postgraduate Research Experience Survey (PRES) and International Student Barometer (ISB)

D. Staff Development Priorities

- Academic staff undertake activities related to research, scholarship, teaching and learning and student support and guidance
- Annual staff performance and development reviews match development to needs
- Managers undertake a variety of management development programmes
- New academic staff required to undertake appropriate University of Portsmouth learning and teaching programmes
- All academic staff encouraged to seek Higher Education Academy membership
- Academic staff undertake initial and continuing professional development within the Academic Professional Excellence Framework (APEX) programme which is aligned with the Higher Education Academy (HEA)'s UK Professional Standards Framework (UKPSF)
- Support staff are encouraged to attend short courses in areas such as minute taking, and specific IT packages

23. Assessment Regulations

The current University of Portsmouth academic regulations will apply to this programme (see [Assessment and Regulations²](#)).

24. Role of Externals

Subject External Examiners who will:

- Oversee unit assessment and usually attend Unit Assessment Boards
- Review unit assessment strategy
- Sample assessment artefacts
- Present report to Unit Assessment Boards

Award External Examiners (usually also a Subject External Examiner) who will:

- Oversee and attend Award/Progression Boards

² www.port.ac.uk/departments/services/academicregistry/qualitymanagementdivision/assessmentandregulations/

- Scrutinise and endorse the outcomes of assessment
- Ensure that the standard of the award is maintained at a level comparable with that of similar awards elsewhere in the United Kingdom

25. Indicators of Standards and Quality

A. Professional Accreditation/Recognition

EPAS accredited since 2017.

B. Periodic Programme Review (or equivalent)

Periodic Review: 2016. The fitness of purpose of curriculum was confirmed and the annual monitoring and review processes were found to be effective.

C. Quality Assurance Agency

QAA Higher Education Review, March 2015, judgements about standards and quality meet UK expectations (*for full report see [Higher Education Review of the University of Portsmouth, March 2015](#)*³).

D. Others

None.

26. Further Information

Further information may be found in:

- Student Handbook
- University of Portsmouth Curriculum Framework Document
- University of Portsmouth Prospectus
- [University of Portsmouth](#)⁴ and [course](#)⁵ websites

³ www.qaa.ac.uk/en/ReviewsAndReports/Documents/University%20of%20Portsmouth/University-of-Portsmouth-HER-15.pdf

⁴ www.port.ac.uk/

⁵ www.port.ac.uk/courses/coursetypes/postgraduate/MScBusinessAndManagement/