PROGRAMME SPECIFICATION

Course record information

Name and level of final award:	MA Management The MA is a Master's degree that is Bologna FQEHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma in Management Postgraduate Certificate in Management
Awarding body/institution:	University of Westminster
Teaching Institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	University of Westminster; Marylebone campus
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	MA: One year Full-Time September and January start.
QAA subject benchmarking group(s):	Business and Management Individual modules may draw on subject specific benchmarking groups; Accounting, Economics, Finance.
Professional statutory or regulatory body:	None
Date of course validation/review:	December 2016
Date of programme specification approval:	August 2020
Valid for cohorts:	From 2020/21
Course Leader:	Dr Thoralf Dassler
Course URL:	westminster.ac.uk/courses/postgraduate

Course	UoW Code
MA Management Full-time	PMBSM03F

Admissions requirements

There are standard minimum entry requirements for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information on specific admission requirements can be found here: westminster.ac.uk/courses/postgraduate/how-to-apply

Recognition of Prior Learning

Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information: westminster.ac.uk/recognition-of-prior-certified-learning-rpcl

Aims of the course

The MA Management has been designed to promote the development of the general management skills and abilities required by managers operating in the current economic environment. The course/s will develop the skills of analysis, problem solving and proactive thinking. It will provide the underpinning knowledge and understanding required to operate effectively in a managerial role. The aim is to ensure that as managers undergoing this programme progress through the MA, were the emphasis will evolve from an operational to a more strategic perspective.

Employment and further study opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses

- Opportunities for part-time work, placements and work-related learning activities are widely available to students

- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision

- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

Learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning. These threshold statements of achievement and are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course.

By the end of the course students should be able to do the following:

- have developed the appropriate knowledge and analytical skills central to general management at junior, middle and senior levels, to enable them to successfully compete; for public-sector and not-for-profit organisations to develop a commercial, professional focus
- provide managers with up-to-date theories, techniques, tools and techniques across the range of management function
- critically analyse, interpret and evaluate the underlying theories and techniques of management in arrange of disciplines and to successfully relate these to their organisation
- demonstrate personal development in the interpersonal and transferable skills required to manage relationships as a manager
- have developed a critical and balanced view as to the roles and responsibilities of general management within changing economic, social, legal, ethical and political contexts
- demonstrate the ability to conceptualise and formulate strategies for implementing appropriate solutions to complex management problems
- for Masters students - the Strategic Management develops skills and knowledge to evaluate complex scenarios that require analysis and critical long-term decision-taking
- for Masters students - will have produced a specialist project, requiring in-depth skills in data collection, research, critical analysis and evaluation, problem-solving and report-writing, utilising practical experience and academic underpinning, to produce a professional, original report.

Knowledge and understanding
By the end of the course students should:
- be familiar with up-to-date theories, techniques, tools, systems across the range of management function;
- be able to critically analyse, interpret and evaluate the underlying theories and techniques of management in a range of disciplines and to successfully relate these to their organisation;
- have developed a critical and balanced view as to the roles and responsibilities of general management within changing economic, social, legal, ethical and political contexts;
- have developed the appropriate knowledge central to general management at junior, middle and senior levels, to enable them to successfully compete; for public-sector and not-for-profit organisations to develop a commercial, professional focus;
- be able to demonstrate the ability to conceptualise and formulate strategies for implementing appropriate solutions to complex management problems.

Specific skills
By the end of the course students should:
- have developed the appropriate knowledge and analytical skills central to general management at the relevant level, which will enable them to successfully contribute to either public-sector, private sector or not-for-profit organisation;
- demonstrate personal development in the interpersonal and transferable skills required to manage relationships as a manager;
- for Masters students - via the Strategic Management: develop skills and knowledge to evaluate complex scenarios that require analysis and critical long-term decisiontaking;
- for Masters students - via a specialist project: develop the in-depth skills requiring in data collection, research, critical analysis and evaluation, problem-solving and reportwriting, utilising practical experience and academic underpinning, to produce a professional report.

Key transferable skills

During the course you will learn and develop many key skills essential for successful management. Some of these are listed below. Later in this document we will expand on these, showing how some of these skills are integrated into the course.

- solve complex problems in a systematic way, informed by range of relevant knowledge, tools and techniques;
- act autonomously in planning and implementing tasks in a professional setting, and in a timely manner;
- reflect on personal performance and planning for personal development;
- apply interpersonal, group-working, and leadership skills to enhance the performance of yourself and others;
- communicate effectively with others in both written and spoken media.

Learning, teaching and assessment methods

Learning

The modules are delivered through a combination of lectures, seminars, case study analysis, group work, discussion forums, video/audio conferencing; these will be synchronous and asynchronous. You will be encouraged to draw on your work experience where appropriate, your interaction with organisations and reflect upon this and evaluate alternate approaches. In some modules, where appropriate, use is made of computer models for simulation and presentations.

Teaching

The modules will be delivered to meet the required learning outcomes through a combination of lectures, seminars, group discussions and case study analysis. Each module description outlines the approach in the module. Students will be actively encouraged to draw on their own work experience.

This will include the adoption of a blended learning approach with the use of a range of technologies/systems/platforms as appropriate. Utilising the functionality provided through Blackboard (to include discussion boards, blogs, wikis and conferencing and other Web 2.0/Social Media facilities). This approach will be drawing upon the work, findings, and recommendations of the University's Learning Futures: Transformational Learning Programme.

A weekend residential programme will be an integral part of the course and students will be required to attend unless there are special circumstances, which are agreed by the Course Leader to be mitigating. The aims and objectives of the residential will be to reinforce the concepts of team building, group awareness and interpersonal skills incorporated in the Managers and Organisations module. This activity is linked to an assessment. The Residential also enables the different cohorts of students to mix and experience a greater number of global perspectives and for the longer term build-up their network of international contacts.

Course Member Participation

In many modules, the tutor will ask for participation by course members in discussions of reading, of set topics or of issues, which arise during the session. Please be prepared to participate as it will help your own learning and it is an integral part of the design of many class sessions. Students will also be required to work in groups on activities this may be both assessed and non-assessed activities.

Independent Learning

Independent Study is an aspect of learning that encourages you to learn to work on your own, adopt enquiry-led approaches to learning, develop individual learning habits and

become self-aware about your own learning capabilities so that you become lifelong learners. Each module leader will give guidance and support on this for the individual modules. This will include the recommendation out of how the 200 hours work expected for each module is distributed between contacts based activities, reading and preparation, preparing and completing assessments, which additional elements relevant to individual modules

Preparation for class sessions is important. If a tutor sets preparatory work for a session, it will be assumed that the work has been done. If preparatory work has not been done, the design of the session will be undermined and its benefit to you will be reduced.

Group Work:
Working as a team is a key management skill and there will be many opportunities to develop your skills in this. Indeed for some modules group-working is assessed as it one of the learning outcomes. There will be guidance and training given in group-work, during Induction and were relevant this will be supported by those modules adopting a group work approach. Group working assessment will clearly state the separation between the individual elements from the group element to ensure against the danger of plagiarism. The individual elements will also be the larger part of the mark distribution for the module as a whole.

Assessment
All modules except for Business Research Methods and the Project have two components to the assessment; this is either 2 assignments or an assignment and an examination. A range of assessment methods are utilised in the Programme, individual assignments predominate, some may be team based, and others involve presentations. The examinations are typically three hours in length, and are a mixture of open and closed examinations, some use preseen Case Study materials. Further details can be found in the Course Handbook, Programme Assessment Matrix and Summary of Assessments.

Course structure

This section shows the core and option modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year.

Credit Level 7				
Module Code	Module Title	Status	UK Credit	ECTS
7BUSS001W	Economics for Management	Core	20	10
7ACCN018W	Financial Analysis for Managers	Core	20	10
7HURM005W	Human Resource Management	Core	20	10
7BUSS010W	Managing Operations, Information & Knowledge	Core	20	10
7MARK012W	Marketing for Management	Core	20	10
7HURM009W	Managers & Organisations	Core	20	10
7BUSS016W	Strategic Management	Core	20	10
7BUSS003W	Business Research Methods	Core	20	10
7MNST001W	MAM Project	Core	20	10

Course Delivery dates and Progression

Module Schedules Summary including Credit weightings

Full Time: September Intake - MA Management

September	September - December	January - August
Induction	*Semester 1 (80 credits)*	*Semester 2 (60 credits)*
	4 modules each worth 20 credits. [note: Managers & Organisations includes the Course residential weekend]	3 modules each worth 20 credits
	September – March *(20 Credits)*	
	Business Research Methods taught across both semesters	
	September – August *(20 Credits)*	
	MAM Project [In collaboration with a supervisor]	

Table 1

Full Time: January Intake - MA Management

January	January - June	September - January
Induction	*Semester 1 (80 credits)*	*Semester 2 (60 credits)*
	4 modules each worth 20 credits.	3 modules each worth 20 credits [note: Managers & Organisations includes the Course residential weekend]
	January - July *(20 Credits)*	
	Business Research Methods taught across both semesters	
	January - January *(20 Credits)*	
	MAM Project [In collaboration with a supervisor]	

Table 2

Course Delivery by Module and sequence

All 20 credits			
Code	**Module**	**Abbreviation**	**No**
7BUSS001W	Economics for Management	E4M	1
7ACCN018W	Financial Analysis for Managers	FA	2
7HURM005W	Human Resource Management	HRM	3
7BUSS010W	Managing Operations, Information & Knowledge	MOIK	4
7MARK012W	Marketing for Managers	M4M	5
7HURM009W	Managers & Organisations	M&O	6
7BUSS003W	Business Research Methods	RM	7
7BUSS016W	Strategic Management	SM	8
7MNST001W	Project Module	Proj	9

Table 12

Full Time Students

MA Timetable Sem 1 & Sem 2

September Intake:

Full Time

Sept Sem 1	6 - Managers & Organisations	4 - Managing Operations, Information & Knowledge	3 - Human Resource Management	1 - Economics for Management	7- Business Research Methods
Jan Sem 2	5 - Marketing for Managers	2 - Financial Analysis for Managers	8 - Strategic Management	9 - Project	

Table 13

January Intake

Full Time					
Jan Sem 1	5 - Marketing for Managers	2 - Financial Analysis for Managers	3 - Human Resource Management	1 - Economics for Management	7 - Business Research Methods
Sep Sem 2	6 - Managers & Organisations	4 - Managing Operations, Information & Knowledge	8 - Strategic Management	9 - MAM Project	

Table 14

The programme is designed to provide the broad conceptual components and practical tools and skills necessary for effective management practice. The Masters programme integrates these tools and skills in the analysis and solution of 'whole business' problems through the study of Strategic Management and, through the opportunity to carry out research and examine a particular chosen specialism in depth, via an individual project.

Professional Body Accreditation or other external references
The full MA in Management is recognised by the Chartered Management Institute (CMI) for entry at Member level.

Academic regulations
The current Handbook of Academic Regulations is available at
westminster.ac.uk/academicregulations

How will you be supported in your studies?

Course Management Course
Leader:
Keith Patrick, M108, e-mail K.Patrick01@westminster.ac.uk, Tel: 020 350 66589.
Deputy Course Leader:
Nuala OSullivan, C274, e-mail N.Osulivan@westminster.ac.uk, Tel: 020 350 66271.

The Course Leadership Team are responsible for the smooth running of the Programmes Courses and work with the Module Teams, Registry Staff and Management to ensure issues are dealt with promptly. The act as the first point of contact for all issues, whether academic or personal to ensure you maximise your potential whilst studying with us.

Academic Support

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Campus Registry. You will be provided with the Course

Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students. Further information on Blackboard can be found at westminster.ac.uk/blackboard.

Learning Support

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments. Further information on the Academic Learning Development Centre can be found at westminster.ac.uk/academic-learning-development.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students[1] can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their College. Students can also securely connect their own laptops and mobile devices to the University wireless network.

Support Services

The University of Westminster Student and Academic Services department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. Further information on the advice available to students can be found at westminster.ac.uk/student-advice. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University. Further information on UWSU can be found at westminster.ac.uk/students-union.

How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel in 1973 and was last revalidated in 2016. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the College to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including evidence of student achievement, reports from external examiners in order to evaluate the effectiveness of the course.

A Course revalidation takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with Revalidation panels to provide feedback on their experiences. Student feedback from previous years is also part of the evidence used to assess how the course has been running.

How do we act on student feedback?

---

[1] Students enrolled at Collaborative partners may have differing access due to licence agreements.

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through student engagement activities at Course/Module level, students have the opportunity to express their voice in the running of their course. Course representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the course representatives.

- There are also School Representatives appointed jointly by the University and the Students' Union who meet with senior School staff to discuss wider issues affecting student experience across the School. Student representatives are also represented on key College and University committees.

- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.

- The University also has an annual Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.