



**UNIVERSITY
OF LONDON**

Programme Specification 2021–2022

Management

MSc
PGDip
PGCert
Individual modules

Important document – please read

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Important information regarding the Programme Specification

About this document

Last revised 26 March 2021

The Programme Specification gives a broad outline of the structure and content of the programme, the entry level qualifications, as well as the learning outcomes students will achieve as they progress. Some of the information referred to in this programme specification is included in more detail on the University of London [website](#). Where this is the case, links to the relevant webpage are included.

Where links to external organisations are provided, the University of London is not responsible for their content and does not recommend nor necessarily agree with opinions expressed and services provided at those sites.

If you have a query about any of the programme information provided, whether here or on the website, registered students should use the 'ask a question' button in the [student portal](#). Otherwise, the *Contact Us* link at the bottom of every webpage should be used.

Terminology

The following language is specific to the **Management** programme:

Module: Individual units of the programme are called modules. Each module is a self-contained, formally structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria

Key revisions made

Programme specifications are revised annually. The quality committee of the member institution providing academic direction, as part of its annual review of standards, confirms the programme structure and the educational aims and learning outcomes, and advises on any development in student support. Where there are changes which may impact on continuing students, these are listed below. For all new students, the programme and general information provided in this document is correct and accurate and will be applicable for the current year.

Programme title and qualifications

Postgraduate Degrees of the University of London may be classified. The award certificate will indicate the level of the academic performance achieved by classifying the award. The classification of the degree will be based on the ratified marks from the completed assessments.

The classification system for the MSc, Postgraduate Diploma and Postgraduate Certificate in Management is as follows:

Distinction; Merit; Pass.

Specific rules for the classification of awards are given in the [Programme Regulations](#), under Scheme of Award

Programme title

Management

Qualifications

Master of Science in Management

Postgraduate Diploma in Management

Postgraduate Certificate in Management

Intermediate qualifications

Students may not normally receive an intermediate qualification if continuing to a higher qualification, even if they are registered on the intermediate qualifications.

Exit qualifications

Postgraduate Diploma in Management

Postgraduate Certificate in Management

An exit qualification is an intermediate qualification, as noted above, for which the student may not have registered at the outset but which may be awarded on completion of specific modules/courses (or credit accumulated) in a longer programme of study, if the student leaves the programme. Exit qualifications are awarded at the discretion of the Board of Examiners and once a student has accepted an exit qualification they will not normally be permitted to continue their study of the same programme with the University of London.

Individual modules available for study on a stand-alone basis

There is also provision for individual modules of the programme to be studied on a stand-alone basis without being registered for a related qualification, with the exception of the Work-based Project. Only three modules (a maximum of 45 credits) may be counted as credit towards a related qualification. Neither progression nor credit is automatic.

Award titles may be abbreviated as follows:

Master of Science – MSc

Postgraduate Diploma – PGDip

Postgraduate Certificate – PGCert

University of London

Level of the programmes

The Framework for Higher Education Qualifications of UK Degree-Awarding Bodies (FHEQ) forms part of the UK Quality Code for Higher Education of the [Quality Assurance Agency for Higher Education](#) (QAA).

The awards are placed at the following Levels of the Framework for Higher Education Qualifications (FHEQ):

MSc	Level 7
PGDip	Level 7
PGCert	Level 7

Relevant QAA subject benchmarks group

See the [QAA website](#) for information about quality assurance.

[Master's degrees in business and management \(2015\)](#)

Awarding body

University of London

Registering body

University of London

Academic direction

Birkbeck, University of London

Accreditation by professional or statutory body

Not applicable

Language of study and assessment

English

Mode of study

Web supported learning with an online tutor.

Programme structures

The programme has two registration points in the year: October and April. There are four study sessions in a year, each lasting 10 weeks. Sessions begin in October, January, April and July. Each session is followed by an assessment submission point.

Students have an online induction session available through the virtual learning environment (VLE) prior to the start of their study session. This includes orientation of their learning environment and guidance on the structure and learning expectations for the module.

The **MSc Management** is a 180 UK credit degree programme consisting of:

- Ten compulsory modules (15 credits each): and
- One compulsory Work-based Project (30 credits)

The **PGDip Management** is a 120 UK credit degree programme consisting of:

- Eight modules (15 credits each)

The **PGCert Management** is a 60 UK credit degree programme consisting of:

- Four modules (15 credits each)

Maximum and minimum periods of registration

The maximum and minimum period of registration, from a student's effective date of registration, are:

	Minimum	Maximum
MSc	Two years	Five years
PGDip	One and a half years	Five years
PGCert	Six months	Five years

In making a decision as to how many modules to register for in a given session, it is important to take account of on-going work and/or personal commitments.

Credit value of modules

Further information about the credit systems used by universities in the UK and Europe is provided by the [Quality Assurance Agency](#) and the [European Credit Transfer and Accumulation System](#).

Where credits are assigned to modules of a programme, credit indicates the amount of learning carried out in terms of the notional number of study hours needed, and the specified Framework for Higher Education Qualifications in England (FHEQ) credit level indicates the depth, complexity and intellectual demand of learning involved. The details below indicate the UK credits and the European Credit Transfer and Accumulation System (ECTS) values.

MSc Management comprises a total of 180 UK credits (90 ECTS credits) at FHEQ level 7.

PGDip Management comprises a total of 120 UK credits (60 ECTS credits) at FHEQ level 7.

PGCert Management comprises a total of 60 UK credits (30 ECTS credits) at FHEQ level 7.

Recognition of prior learning

Recognition of prior learning is a generic term for the process by which we recognise and, where appropriate, award credit for learning that has taken place at an institution other than the University of London. Where the prior learning covered a similar syllabus to a module/course on the University of London programme, credit will be awarded as if you took the University of London module/course.

See the [General Regulations](#) (Section 3) and [Programme Regulations](#) for more rules relating to prior learning.

MSc and PGDip students may apply for recognition of prior learning mapped against modules to a total of 60 UK credits. Applications for recognition of prior learning for the Work-based Project will not be accepted. PGCert students may not apply for recognition of prior learning.

Entrance requirements

Applicants must submit an application in line with the procedures and deadlines set out on the website.

Entrance requirements for the MSc and PGDip

To qualify to register for the MSc or PGDip, applicants will need a bachelor's degree which is considered at least comparable to a UK second class honours degree from an institution acceptable to the University.

Entrance requirements for the PGCert

If applicants do not meet the MSc and PGDip entrance requirements, successful completion of the PGCert will allow progression to the MSc or PGDip.

To qualify to register for the PGCert, applicants will need:

Either, a bachelor's degree which is considered at least comparable to a UK second class honours degree from an institution acceptable to the University;

Or, a minimum of two years' work experience in a relevant field. This will most commonly be in a management position but each application will be considered on a case-by-case basis.

Entrance requirements for stand-alone individual modules

To qualify to register for a stand-alone individual module, applicants will need:

Either, a bachelor's degree which is considered at least comparable to a UK second class honours degree from an institution acceptable to the University;

Or, a minimum of two years' work experience in a relevant field. This will most commonly be in a management position but each application will be considered on a case-by-case basis.

English language requirements

All applicants must satisfy the English language requirements for the programme. These are set out in detail on the programme page under [Entry Requirements](#).

Applicants who have not met any of the above must have passed, within the past three years, a test of proficiency in English language, from an organisation acceptable to the University. This standard must be reached before registering for the MSc.

Further information on English language proficiency tests can be found on our [website](#).

Computer specification and internet access

Students will require regular access to a computer with an internet connection to use the University of London's online resources and systems. A webcam may be required in the event that online timed assessments (if offered) are proctored, and in such a case, it is a student's responsibility to ensure that they have a webcam.

For students to get the most from their studies, their computers should have at least the following minimum specification:

- a web browser (the latest version of Firefox, Chrome or Internet Explorer). This must accept cookies and have JavaScript enabled
- screen resolution of 1024 x 768 or greater

- sufficient bandwidth to access and upload video content
- the ability to play videos including sound and speakers

and the following applications installed:

- a word processor that accepts Microsoft Word formats (.doc and .docx)
- a PDF reader
- Microsoft Excel which can run macros
- a presentation program that supports Microsoft PowerPoint

Students with specific access requirements

The University of London welcomes applications from disabled students and/or those who have access requirements. The University will make every effort to provide reasonable adjustments to enable those with a disability, learning difficulty or access requirements to have the same opportunity as all other students to successfully complete their studies.

The University is committed to managing the application procedure and the programme itself to ensure that services are accessible for all students and that an inclusive environment is created. Students with a disability, or others who may need access arrangements to assist in taking examinations, should complete the relevant section of the application form, or contact the [Inclusive Practice Manager](#). A separate room or other arrangements may be considered.

Requests are considered by a University panel, whose purpose is to ensure that students with disabilities and/or specific access requirements are neither advantaged nor disadvantaged by such arrangements when compared with other students. These considerations remain separate from the academic selection processes.

For further information, see [Inclusive Practice Policy](#)

Sources of funding and scholarships

Information about potential sources of funding and scholarships is updated annually and where available is included in the prospectus web pages.

For further information see the [website](#).

Educational aims and learning outcomes of the programmes

Programme aims

The MSc Management degree offers students a combination of modules covering the different aspects of Management theory and practice, including Strategic Management, People Management, Entrepreneurship, Innovation and Financial Management.

The programme is aimed at professional managers in the private, public and third sectors and in all sizes of organisation. It provides career development opportunities for as wide a range of individuals as possible, from those who may already have developed some practical experience and who wish to develop their theoretical understanding of higher-level management skills further, to others with a more limited knowledge of the subject and who seek to develop their understanding and progress within a management career.

The programme equips students with a comprehensive understanding of the subject, linking theory to practice, and provides opportunities for them to participate in critical thinking and problem-solving tasks, as they engage with the different components of their studies.

Overall, students taking this MSc will gain:

- An in-depth theoretical background in the varying aspects of management
- Critical and creative thinking skills and the ability to apply theory to practice
- Problem solving and decision-making strategies and skills
- Up-to-date knowledge, based both on academic theory and practical applications
- A worldwide recognised qualification to succeed and advance in any management role

Students will benefit from support through a virtual learning environment and from the flexibility to study at any time and from anywhere around the globe.

Learning outcomes (MSc Management)

A student is expected to:

A Knowledge and understanding:

- understand and apply organisation theory and management knowledge to diverse organisational settings.
- understand and apply strategic management tools and techniques to real-world business situations.
- understand situations related to differences in the business environment between countries, and of economic changes in the business environment over time, in either a business or a public policy context.
- understand the nature and processes of entrepreneurship and innovation by applying various concepts to an understanding of the management of new business creation and growth.
- develop an intellectual appreciation of the factors that affect customer expectations and marketing theory and its impact on organisational behaviour.
- analyse key strategies used by business enterprises for profit maximisation, usage of resources, uses and management of finance and the use of accounting and other information systems for managerial applications.
- understand the management and development of people and leadership within organisations.
- understand the role of business in society, corporate social responsibility, meeting stakeholder interests and appreciate emerging social, sustainability and environmental challenges for business.
- develop an understanding of globalisation, diversity, creativity, enterprise development, knowledge management and risk management.

B Cognitive skills

- compare and evaluate the ability to appraise existing views and concepts in the theory and practice of management, including the critical evaluation of evidence.

- develop competencies in the various processes of management- planning, organising, leading and controlling.
- understand how managerial processes play important roles in the attainment of efficiency and effectiveness of organisations.
- develop skills of critical thinking, analysis and synthesis including the capability to identify assumptions, evaluate statements in terms of evidence, to define terms adequately and to generalise appropriately.
- develop effective problem solving and decision-making strategies using appropriate quantitative and qualitative skills including identifying, formulating and solving business problems.
- use creative thinking skills to evaluate and assess a range of options together with the capacity to apply ideas and knowledge to a range of situations.

C Practical and professional skills

- initiate, plan, and self- manage assessments through inquiry and research.
- communicate effectively through a range of methods and styles, suitable for analytical and academic applications.
- utilize and develop oral and writing skills, using a range of media widely used in business such as the preparation and presentation of reports and essays.
- develop numeracy and quantitative skills including data analysis, interpretation and extrapolation.
- utilize the effective use of information technology for business applications.
- develop the skills of effective self-management in terms of time, planning, motivation, individual initiative and enterprise.
- develop the interpersonal skills of effective listening, negotiating, persuasion and presentation.
- engage with self-reflection and self-awareness, openness and sensitivity to diversity in terms of people, cultures, business and management issues.
- promote a learning culture and developing a continuing appetite for learning, reflection, adaptation and collaboration.

Learning outcomes (PGDip Management)

Students who are granted the PGDip will be expected to have passed eight 15-credit modules from a choice of ten (120 credits total). As such, students obtaining this qualification should have gained sound understanding of the learning outcomes listed above for the MSc as relevant for the modules chosen.

Learning outcomes (PGCert Management)

Students who are granted the PGCert will be expected to have passed four 15-credit modules (60 credits total) from a choice of ten. As such, students obtaining this qualification should have gained sound understanding of the learning outcomes listed above for the MSc as relevant for the modules chosen.

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if they take full advantage of the learning opportunities provided. More detailed information on the specific learning outcomes, content and the learning, teaching and assessment methods of each module can be found in the module syllabuses.

Learning, teaching and assessment strategies

The core principles of the Standard Academic Model, which incorporates the learning, teaching and assessment strategy for this programme, are outlined below.

Principle 1: Access and opportunity

Our programmes are designed to maximise access and opportunity for learners. An online induction will ensure that students are prepared for study and are familiar with the learning environment and sources of support during their student journey.

Principle 2: Student learning

Our programmes are designed to provide students a rich, vibrant, rigorous and engaging learning experience.

Principle 3: Student support

Our programmes are designed to provide students with the support they need to succeed and fulfil their potential.

Principle 4: Programme and module structure

Our programmes follow a consistent structure, designed to drive progression and retention, and offer flexibility within an efficient module release schedule.

Principle 5: Design for learning

Our programmes are a co-creation between various teams who each contribute their professional expertise, and educational design for successful learning is at the heart of the programme development process.

Principle 6: Unbundling, portability

Wherever possible, our modules are designed as discrete sequences of learning for maximum use and portability.

Principle 7: Assessment

Our assessment is rigorous, robust, secure, transparent and aligned to the learning outcomes.

Principle 8: Equality, Diversity and Inclusion

Inclusion is at the heart of our practice in teaching, learning and assessment.

Assessment methods

Each module is run over a 10-week block, with the exception of the Work-based Project which is run over two 10-week blocks.

The following modules are assessed by two assessments: one online multiple choice question test (MCQ) (25%) and an end of term coursework assessment/online examination (75%):

- Accounting and Financial Management
- Corporate Responsibility
- Entrepreneurship and Innovation
- Innovation and the Knowledge Economy

The following modules are assessed by an end of term coursework assessment/online examination (100%):

- Buyer Behaviour
- Economics for Managers
- Innovation: Management and Policy
- Leadership and Developing People
- Principles of Management: Theory and Practice
- Strategic Management

The Work-based Project is assessed by two assessments: a Research Proposal (30%) and a Project Report (70%).

Where a module has more than one element of assessment, the grade awarded for each module will be based on both elements of assessment. Students will be required to pass the module with a weighted average of 50%.

Repeating a module may be done once the module results have been confirmed by the Board of Examiners.

Coursework is submitted in the VLE by prescribed deadlines.

Student support and guidance

Key features of the support for students include:

- [Student Portal](#): for accessing student induction, study skills support, careers and employability resources, student wellbeing advice.
- Student induction resources.
- [Student Guide](#): This provides information which is common to all students and gives guidance on a range of issues from the start of a student's relationship with the University of London through to their graduation.
- VLE containing: self-assessment and student planner tools; comprehensive learning materials; e-resources/e-library; student forums and progress monitoring tools

- Online student advisor and online tutor
- [Programme Regulations](#).
- [The Online Library](#): This provides a range of full-text, multidisciplinary databases where journal articles, book reviews and reports can be found.
- A University of London email account and web area for personal information management.

Quality evaluation and enhancement

The University of London delivers the majority of its flexible and distance learning programmes through a collaboration between the University of London Worldwide and member institutions of the University of London. However some of the flexible and distance learning programmes draw solely on academic input from the University of London, and are delivered without academic lead by a member institutions. The policies, partnerships (where applicable) and quality assurance mechanisms applicable for the programmes are defined in the following key documents: The Quality Framework, the [Quality Assurance Schedules](#), [Guidelines for Examinations](#), [General Regulations](#) and, for each programme, [programme specific regulations](#).

Awards standards

All University of London qualifications have to align with the [Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies](#) to assure appropriate standards for each qualification. In addition, every programme that is developed by a member institution of the University of London (or a consortium with representation by more than one member institution) will be developed to the same standard as would be applied within the institution concerned. Proportionate and robust approval procedures, including external scrutiny and student engagement are in place for all programmes. Learning materials are written and all assessments are set and marked by academic staff who are required to apply the University's academic standards.

Review and evaluation mechanisms

Some of the key mechanisms in place to assure the standards of all University of London qualifications and the quality of the student experience, include:

- Annual programme reports: produced for all programmes in order to review and enhance the provision and to plan ahead;
- Independent external examiners: submit reports every year to confirm that a programme has been assessed properly and meets the appropriate academic standards;
- Annual student information statistics: prepared for all systematic reporting within the University of London;
- Periodic programme reviews: carried out every 4-6 years to review how a programme has developed over time and to make sure that it remains current and up-to-date.

Improvements are made as necessary to ensure that systems remain effective and rigorous.

Student feedback and engagement

The principal channel for collecting feedback from students is the Student Experience Survey. Carried out every two years, this collects feedback from the student body on a range of topics relating to the student lifecycle. The results are analysed externally and then

considered in a number of different ways, including by the programme team, principal committees and the senior leadership team. Details of any resulting actions taken are published on the Virtual Learning Environment and the Student Portal.

Additionally, on completion of their programme of study students will be invited to take a survey that seeks to measure what they have gained from their studies.

There are also opportunities for students to get involved in governance. An undergraduate and postgraduate student member is appointed by the University to the majority of committees through an annual appointment round. Some programmes also recruit student members at the programme level. Students are frequently invited to take part in quality review processes such as Periodic Programme Reviews, Programme approval, Thematic Reviews, MOOC review panels and ad hoc focus groups. Opportunities such as these are advertised through social media and on the website. More information can be found on the [website](#).

Students can also apply to join the Student Voice Group, which meets four times a year to consider initiatives for enhancing student experience. Notes from these meetings are published on the Student Portal.

After graduation

Further study

Successful completion of the programme may serve as preparation for students who wish to go on to take further study in the subject area. Enquiries about further study opportunities should be directed to the University of London Student Advice Centre 'ask a question' button in the [student portal](#).

Graduate employment routes

At registration, students are asked to complete a small number of questions relating to where they are in their career planning. This data is used to assist with the implementation of employability strategies and interventions.

This programme is targeted at career minded individuals who wish to develop their professional skills with master's level understanding and skills applied to careers in management, including local and national government, business, and industry. Possible professions include chartered management accountant, management consultant, or risk manager. This degree can also be useful in becoming a systems analyst, retail manager, or logistics and distribution manager in a range of sectors or organisations.

The Alumni Community

Upon finishing a course of study, graduates automatically become part of the University of London alumni community, a diverse global network of more than one million graduates in over 180 countries, providing lifelong links to the University and to each other.

Alumni are encouraged to keep in touch after they graduate and to become active members of the alumni community; in return they receive a number of benefits and services, including an extensive programme of events and engagement opportunities.

More information is available on the alumni [webpage](#).

Follow the alumni community on social media: [Facebook](#), [Instagram](#), [LinkedIn](#)