Programme Regulations
2022–2023

Management

MSc
PGDip
PGCert
Individual modules

Management (Business Innovation)
Management (Marketing)

MSc

Important document – please read
This document contains important information that governs your registration, assessment and programme of study

Contents

Important information regarding the Programme Regulations

Last revised 14 March 2022

As a student registered with the University of London you are governed by the current General Regulations and Programme Regulations associated with your programme of study.

These Programme Regulations are designed and developed by the University of London which is responsible for the academic direction of the programme. The Programme Regulations will provide the detailed rules and guidance for your programme of study.

In addition to Programme Regulations you will have to abide by the General Regulations. These regulations apply to all students registered for a programme of study with the University of London and provide the rules governing registration and assessment on all programmes; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary. Programme Regulations should be read in conjunction with the General Regulations.

The relevant General Regulations and the Programme Regulations relating to your registration with us are for the current year and not the year in which you initially registered.

On all matters where the regulations are to be interpreted, or are silent, our decision will be final.

Further information about your programme of study is outlined in the Programme Specification which is available on the relevant Courses page of the website. The Programme Specification gives a broad overview of the structure and content of the programme as well as the learning outcomes students will achieve as they progress.

Terminology

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

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

Study session: There are four study sessions in a year, each lasting 10 weeks. Sessions begin in October, January, April and July. Each session is following by an assessment submission point.

Resitting the assessment of a failed module: When you resit a failed module you will not be allocated a tutor group but you will have access to the learning materials on the VLE and you will be required to resubmit your summative assessment.

Repeating a failed module: When you repeat a failed module you will be allocated a tutor group, you will have access to the learning materials on the VLE and you will be required to resubmit your summative assessment. If you repeat a module, you will have to pay the full module fee when you re-register for the module.

Throughout the Regulations, 'we' 'us' and 'our' mean the University of London; 'you' and 'your' mean the student, or where applicable, all students.

If you have a query about any of the programme information provided please contact us. You should use the *ask a question* button in the student portal.

Significant changes to the 2022-2023 Programme Regulations

The following qualifications have been added

Master of Science in Management (Marketing)

Master of Science in Management (Business Innovation)

Postgraduate Diploma in Management (Marketing) (exit qualification only)

Postgraduate Diploma in Management (Business Innovation) (exit qualification only)

Regulation 1.5

Corporate Responsibility and *Innovation: Management and Policy* have been removed from the list of individual modules available on a standalone basis.

Regulation 4.1

Assessment methods have been added for new modules available under respective specialisms.

Regulations 6.6 to 6.11

Regulations have been added with regard to transfers between qualifications of the same level offered under these regulations.

Appendix A – Structure of the qualifications

The structures of the new qualifications have been added. A PGCert Management (exit qualification) structure has also been added which contains an expanded list of modules to reflect that students may be exiting when registered on an MSc Management specialism.

Appendix B – Module descriptions

Module descriptions have been added for new modules. Some additional wording has been added to the *Work-based Project* and *Buyer Behaviour* module descriptions.

1   Structure of the qualifications

Qualifications

1.1

The following named qualifications are awarded under the Management programme:

- Master of Science in Management

- Master of Science in Management (Marketing)

- Master of Science in Management (Business Innovation)

- Postgraduate Diploma in Management

- Postgraduate Diploma in Management (Marketing) (exit qualification only)

- Postgraduate Diploma in Management (Business Innovation) (exit qualification only)

- Postgraduate Certificate in Management

Qualification structures

Appendix A lists the modules in the qualification structures and Appendix B gives the module descriptions.

1.2

The MSc consists of:

- ten core modules (15 credits each)

- one Work-based Project module (30 credits)

1.3

The PGDip consists of:

- eight modules (15 credits each)

1.4

The PGCert consists of:

- four modules (15 credits each)

Individual modules taken on a standalone basis

1.5

The following modules from the Management programme are available to study on a stand-alone basis, subject to module availability:

- Leadership and Developing People

- Principles of Management: Theory and Practice

See course page for information about the modules available for study on a stand-alone basis and when they run.

2   Registration

Effective date of registration

2.1

Your effective date of registration will be either:

- 1 October, if you first register before the September registration deadline.

- 1 April, if you first register before the March registration deadline;

Date of first assessments

2.2

If your effective date of registration is:

- 1 October, you will take your first assessment(s) in December of the same year

- 1 April, you will take your first assessment(s) in June of the same year

Study sessions

2.3

The programme has two registration points in the year. 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.

> Further information about ratification of grades can be found in Section 6: Progression within the programme

2.4

The 15 credit modules will be taught over one 10-week session.

2.5

The Work-based Project is 30 credits and will be taught over two 10-week sessions, beginning in April only.

Module availability

2.6

Where the learning experience may be compromised due to low student registrations, we may consider deferring the module to a later session.

> Not all modules will run in every study session.
>
> We will inform you of any such changes as early as possible and provide you with reasonable alternative arrangements.

Period of registration

> See the Programme Specification for the minimum and maximum periods of registration applicable to this programme.

2.7

The minimum and maximum periods of registration to complete the programme are counted from your effective date of registration.

See Section 6: Progression within the programme for information on Maximum and minimum number of modules you can study in a study session for.

3   Recognition of prior learning and credit transfer

To be read in conjunction with the General Regulations, Section 3.

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 elsewhere, before entry onto a programme of study. Where the prior learning covered a similar syllabus at an appropriate level to a module on the University of London programme, credit will be awarded as if you took the University of London module/course.

3.1

If you are registered for the MSc or PGDip, you may apply for recognition of prior learning mapped against modules to a total of 60 UK credits.

3.2

Applications for recognition of prior learning for the Work-based Project will not be accepted.

3.3

If you are registered for the PGCert, you may not apply for recognition of prior learning.

4 Assessment for the programme

See General Regulations for Rules for taking written assessments.

4.1

Summary table of assessment					
Module	Accounting and Financial Management Corporate Responsibility Entrepreneurship and Innovation Innovation and the Knowledge Economy		Buyer Behaviour Digital and Social Media Marketing Economics for Managers Innovation: Management and Policy Intellectual Capital and Competitiveness Leadership and Developing People Management of Emerging Technologies Principles of Management: Theory and Practice Strategic Management Strategic Marketing	Work-based Project	
Element weighting	25%	75%	100%	30%	70%
Item of assessment	Online multiple choice question test (MCQs)	End of term coursework / online examination	End of term coursework / online examination	Research Proposal	Project Report

Passing assessments

4.2

The pass mark for each module is 50%. Where there is more than one element of assessment for a module, you do not need to pass each element of assessment, although you do need to obtain an overall weighted mark of 50% in each module.

4.3

For a module with two elements of assessment, if you do not submit the first element of assessment, but do submit the second element of assessment, you will receive a mark of zero for the first element and this will count as an attempt. Your module mark will still be based on the overall weighted mark.

Invalid attempts

4.4

For a module with two elements of assessment, if you submit the first assessment but do not submit the second assessment, this will not count as an attempt at the module and there will be no academic penalty.

4.5

For a module with two elements of assessment, if you submit neither element of assessment, this will not count as an attempt at the module and there will be no academic penalty.

4.6

For a module with one element of assessment, if you do not submit the final assessment, this will not count as an attempt at the module and there will be no academic penalty.

4.7

For the Work-based Project, if you do not submit the Research Proposal your attempt at the module will not be valid and you will not be permitted to submit the final assessment. This will not count as an attempt at the module and there will be no academic penalty.

4.8

If you have not made a valid attempt at the module (see regulations 4.4 to 4.7), you will need to re-register and make a new attempt at the module. You will be required to pay the **full module fee**. If there are two elements of assessment, all assessment elements will need to be attempted.

See General Regulations for Rules for taking written assessments

Mitigating circumstances

4.9

For 15 credit modules where there is more than one element of assessment, mitigating circumstances will only be accepted for the second, higher weighted element of assessment.

4.10

For the Work-based Project, mitigating circumstances will be accepted for either element of assessment.

Penalty for exceeding the word count of coursework elements

4.11

For coursework elements, you should not exceed the word limit by more than 10%. If the word count is between 10% to 20% above the word limit, the coursework will receive a five mark penalty. If the word count exceeds the word limit by more than 20% you will receive a mark of zero for your work.

Late submission of coursework elements

4.12

You must keep to the deadlines given on the VLE. Coursework elements that are submitted after the deadline will not be marked and the attempt will be considered invalid.

See regulations 4.4 to 4.8 for more information on invalid attempts.

5   Number of attempts permitted at an assessment element

5.1

The maximum number of attempts permitted for any element of assessment is two.

5.2

You will fail the assessment if your overall weighted mark for the module is below 50%.

5.3

You must make a second attempt at the assessment for a module you have failed, provided that you have not exceeded the maximum number of attempts at the assessment/s. If there are two elements of assessment for the module, all assessment elements will need to be attempted.

5.4

If you pass the module overall with a mark of 50% or above, you will not be permitted to make a second attempt at any assessment element.

Resitting the assessment of a failed module

If you resit the assessment for a module, you will have to pay a fee when you re-register for the module to resit the assessment. The fee payable is outlined in the fee schedule.

You will not be allocated a tutor group but will have access to the learning materials on the VLE and will be required to resubmit your summative assessment.

5.5

If you fail the assessment for a module held in the October session or the January session, your resit opportunity will be the July session of the same academic year.

5.6

If you fail the assessment for a module held in the April session or the July session, your resit opportunity will be in January of the following academic year.

5.7

If you do not make a second attempt at a failed module at the first opportunity, you will be required to repeat the module in full. **You will be required to pay the full module fee.**

Repeating a failed module

If you repeat a module, you will have to pay the full module fee when you re-register for the module. When you repeat a failed module you will be allocated a tutor group, you will have access to the learning materials on the VLE and you will be required to resubmit your summative assessment.

5.8

You may choose when you repeat a failed module. You do not have to take the assessment at the next available study session.

6   Progression within the programme

See Section 4: Assessment for the programme for method of assessment.

6.1

You must have passed 60 credits before you register for the Work-based Project.

Module selection

6.2

In any one study session, you may register for a maximum of 45 credits in a combination of new, failed and resumed modules, of which a maximum of 30 credits may be made up of new modules. A new module is a module you have not registered for previously or for which a previous attempt was invalid.

In a session where you are registered for the Work-based Project, this will count as 15 credits per session.

6.3

There are two exam boards a year, following the January and July sessions. You will receive provisional results following the October and April sessions. These results will be formally ratified by the next available exam board. Provisional results should be used for the basis of progression.

Progression from a lower to a higher qualification

6.4

If you do not already meet the entrance requirements for the MSc or PGDip, successful completion of the PGCert will allow you to progress to the MSc or PGDip. Final results ratified at the exam board will be used as the basis for progression.

6.5

If you are registered on a lower qualification and wish to transfer your registration to a higher qualification, you should notify us before you enter for final assessments for the lower qualification.

6.6

If you apply to transfer from the PGCert Management or PGDip Management to the MSc Management (Marketing) or MSc Management (Business Innovation), then the rules listed under 6.7–6.11 will apply.

As the entrance requirements for the PGDip and MSc are the same, you do not need to successfully complete the PGDip to transfer to the MSc. However, transfer of registration cannot take place whilst a study session is live and before results for this session are ratified by the exam board.

Transfer between qualifications of the same level offered under these regulations

6.7

You may apply to transfer between qualifications of the same level offered under these regulations provided that:

- you have selected, or are still able to select, the modules on the qualification to which you wish to transfer, or alternatively, are willing to discard modules not in the relevant qualification (also see regulation 6.11).

- you are still within your maximum period of registration; and

- you are not yet eligible for the award for the qualification on which you are currently registered.

6.8

If you transfer between qualifications of the same level offered under these regulations, we will credit you with any modules that you have already passed and any RPL that we previously awarded you provided they form part of the structure of the qualification you are transferring to.

6.9

If you have been awarded credit for a module, we will not allow you to resit it upon transfer.

6.10

Any failed attempts made will be carried forward and will be counted towards the number of attempts permitted at the same modules following transfer.

6.11

If you are permitted to transfer between qualifications of the same level offered under these regulations, all modules studied will be displayed on your final transcript when you receive your award. This includes modules which are discarded upon transfer.

Transfer from standalone individual modules

6.12

You may take up to three modules (45 credits total) on a stand-alone basis (if available) without being registered for a PGCert, PGDip or MSc. If you apply to progress to a PGCert, PGDip or MSc and this is approved, you may be credited with any individual modules successfully completed provided they form part of the structure of the qualification you are transferring to.

6.13

A mark awarded for completion of an individual module may not be used to replace any mark for a degree, diploma or certificate already awarded.

6.14

If you are registered on standalone individual modules and you wish to transfer your registration to a PGCert, PGDip or MSc, you must meet the entrance requirements for the PGCert, PGDip or MSc.

6.15

Only three modules (a maximum of 45 credits) may be counted as credit towards an MSc, PGDip or PGCert.

> If you request to transfer from standalone individual modules to an MSc, PGDip or PGCert and are currently undertaking the study for these modules, transfer of registration cannot take place whilst a study session is live and before results for this session are ratified by the exam board.

7   Schemes of award

If your last assessments take place in the October or January sessions, the date of award will be 1 May in the year of the last assessments that contribute to the award.

If your last assessments take place in the April or July sessions, the date of award will be 1 November in the year of the last assessments that contribute to the award.

Marking criteria

See Appendix C for the Assessment Criteria.

7.1

All assessments will be marked according to the published Assessment Criteria.

Mark scheme

7.2

The following mark scheme is used for the MSc, PGDip and PGCert:

Mark range	Outcome
70% and over	Distinction
60% – 69%	Merit
50% – 59%	Pass
0% – 49%	Fail

7.3

To calculate the final grade for the qualification, the marks for modules are weighted equally, with the exception of the Work-based Project which is double weighted.

7.4

To be granted a qualification with Merit, your mean average mark for the 15 credit modules must be between 60% and 69%; your mark for the Work-based Project (if applicable) must be 60% or above.

7.5

To be granted a qualification with Distinction, your mean average mark for the 15 credit modules must be 70% or above; your mark for the Work-based Project (if applicable) must be 70% or above.

Date of award

7.6

The date of award will correspond to the year that the requirements for the award were satisfied.

Exit qualifications

7.7

If you have exhausted your permitted number of attempts at module(s) and are unable to complete the MSc or PGDip, you may be considered for an exit qualification of PGDip or PGCert (respectively). In such circumstances, you will need to have achieved the credit required for a PGDip (120 credits) or PGCert (60 credits) and have successfully completed the required modules for the qualification concerned.

Appendix A gives the qualification structures, including for the PGCert exit qualification.

Exit qualifications will be classified according to regulations 7.4 and 7.5.

7.8

If you have not completed the required modules, but you have completed the required number of credits for a PGDip (120 credits) or PGCert (60 credits), the Board of Examiners may, at its discretion, consider you for an exit qualification.

7.9

The exit qualification of PGDip or PGCert will be with effect from the year in which you satisfied the requirements for that award. Your registration will cease once the exit qualification has been granted.

Appendix A – Structure of the qualifications

MSc Management

For the qualification of MSc Management, you must pass

- The following ten modules (each worth 15 credits):
    - Accounting and Financial Management (MTM010)
    - Buyer Behaviour (MTM020)
    - Corporate Responsibility (MTM100)
    - Economics for Managers (MTM030)
    - Entrepreneurship and Innovation (MTM040)
    - Innovation and the Knowledge Economy (MTM050)
    - Innovation: Management and Policy (MTM060)
    - Leadership and Developing People (MTM070)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)
- One compulsory Work-based Project (MTM500) (30 credits)

PGDip Management

For the qualification of PGDip Management, you must pass

- Any **eight** modules (each worth 15 credits) chosen from:
    - Accounting and Financial Management (MTM010)
    - Buyer Behaviour (MTM020)
    - Corporate Responsibility (MTM100)
    - Economics for Managers (MTM030)
    - Entrepreneurship and Innovation (MTM040)
    - Innovation and the Knowledge Economy (MTM050)
    - Innovation: Management and Policy (MTM060)
    - Leadership and Developing People (MTM070)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)

PGCert Management

For the qualification of PGCert Management, you must pass

- Any **four** modules (each worth 15 credits) chosen from:
    - Accounting and Financial Management (MTM010)
    - Buyer Behaviour (MTM020)
    - Corporate Responsibility (MTM100)
    - Economics for Managers (MTM030)
    - Entrepreneurship and Innovation (MTM040)
    - Innovation and the Knowledge Economy (MTM050)
    - Innovation: Management and Policy (MTM060)
    - Leadership and Developing People (MTM070)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)

PGCert Management (exit qualification)

For the exit qualification of PGCert Management, you must pass

- Any **four** modules (each worth 15 credits) chosen from:
    - Accounting and Financial Management (MTM010)
    - Buyer Behaviour (MTM020)
    - Corporate Responsibility (MTM100)
    - Digital and Social Media Marketing (MTM110)
    - Economics for Managers (MTM030)
    - Entrepreneurship and Innovation (MTM040)
    - Innovation and the Knowledge Economy (MTM050)
    - Innovation: Management and Policy (MTM060)
    - Intellectual Capital and Competitiveness (MTM130)
    - Leadership and Developing People (MTM070)
    - Management of Emerging Technologies (MTM140)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)
    - Strategic Marketing (MTM120)

MSc Management (Marketing)

For the qualification of MSc Management (Marketing), you must pass

- The following ten modules (each worth 15 credits):
    - Accounting and Financial Management (MTM010)
    - Buyer Behaviour (MTM020)
    - Corporate Responsibility (MTM100)
    - Digital and Social Media Marketing (MTM110)
    - Economics for Managers (MTM030)
    - Innovation: Management and Policy (MTM060)
    - Leadership and Developing People (MTM070)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)
    - Strategic Marketing (MTM120)
- One compulsory Work-based Project (MTM500) (30 credits)

PGDip Management (Marketing) (exit qualification only)

For the qualification of PGDip Management (Marketing), you must pass

- The following **three** modules (each worth 15 credits):
    - Buyer Behaviour (MTM020)
    - Digital and Social Media Marketing (MTM110)
    - Strategic Marketing (MTM120)
- Any **five** modules (each worth 15 credits) chosen from:
    - Accounting and Financial Management (MTM010)
    - Corporate Responsibility (MTM100)
    - Economics for Managers (MTM030)
    - Innovation: Management and Policy (MTM060)
    - Leadership and Developing People (MTM070)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)

MSc Management (Business Innovation)

For the qualification of MSc Management (Business Innovation), you must pass

- The following ten modules (each worth 15 credits):
    - Accounting and Financial Management (MTM010)
    - Corporate Responsibility (MTM100)
    - Entrepreneurship and Innovation (MTM040)
    - Innovation and the Knowledge Economy (MTM050)
    - Innovation: Management and Policy (MTM060)
    - Intellectual Capital and Competitiveness (MTM130)
    - Leadership and Developing People (MTM070)
    - Management of Emerging Technologies (MTM140)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)
- One compulsory Work-based Project (MTM500) (30 credits)

PGDip Management (Business Innovation) (exit qualification only)

For the qualification of PGDip Management (Business Innovation), you must pass

- The following **three** modules (each worth 15 credits):
    - Innovation and the Knowledge Economy (MTM050)
    - Intellectual Capital and Competitiveness (MTM130)
    - Management of Emerging Technologies (MTM140)
- Any **eight** modules (each worth 15 credits) chosen from:
    - Accounting and Financial Management (MTM010)
    - Corporate Responsibility (MTM100)
    - Entrepreneurship and Innovation (MTM040)
    - Innovation: Management and Policy (MTM060)
    - Leadership and Developing People (MTM070)
    - Principles of Management: Theory and Practice (MTM080)
    - Strategic Management (MTM090)

Appendix B – Module descriptions

Accounting and Financial Management (MTM010)

This module provides a solid understanding of the concepts of accounting and financial management for non-financial specialists. Students will develop technical, analytical and critical skills in advanced finance topics.

Topics covered:

- Financial Statements and Ratio Analysis
- Cash Flow
- Time Value of Money
- Stock Valuation
- Risk and Return
- Cost of Capital
- Capital Budgeting
- Capital Structure
- Financial Planning
- Exam Revision

Buyer Behaviour (MTM020)

Marketers are routinely faced with the challenge of understanding how consumers and other users buy and use products, and how they react to marketing tactics. A thorough understanding of consumers and buyers and how they make decisions is, therefore, an essential backdrop to managerial decision making and effective use of increasingly scarce resources.

This module is concerned with evidence from research and theory about issues relating to consumer/buyer behaviour, and its application to marketing management. It also has a focus on B2B buyer behaviour and other emerging forms of buyer behaviour such as peer to peer. The module engages students with theories and frameworks of consumer/buyer behaviour, and their application in marketing practice.

A breadth of topics is discussed, ranging from consumer/buyer decision making theories and influences, to the effects of word of mouth and social media communications, branding and brand extensions, advertising, pricing and price promotions, and to different aspects of customer loyalty. The module is evidence-based and entails activities aimed at enhancing students' appreciation of how consumer and buyer behaviour theories can be applied in solving practical marketing problems and ultimately impact the well-being of consumers and societies at large.

Topics covered:

- Introduction to the module and to latest trends in consumer/buyer behaviour
- Decision making theories and influences on individual and organizational buyers
- The theory of stationary markets and patterns of purchase
- The effects of advertising
- Word-of-mouth and social media communications
- Pricing tactics and price promotions
- Customer loyalty and loyalty programmes
- Brand knowledge, brand extensions and co-branding
- Consumer behaviour in a retail context

- Customer satisfaction, dissatisfaction and perceived quality

Corporate Responsibility (MTM100)

We live in a globalized society that is increasingly concerned with social and environmental sustainability. Global challenges such as climate change, the global financial crisis and high-profile corporate scandals have increased the pressure on businesses for more accountability and responsibility on social and environmental issues. As a result, businesses are increasingly required to understand such issues and integrate them into their everyday practice. Practitioners who have such knowledge are in high demand in the job market.

This module seeks to advance understanding of how businesses can benefit from taking a more holistic approach to the marketplace. In other words, it adopts a macro-marketing lens focusing on the interplay between marketing and society. This module encourages students to think critically about issues such as why markets change, contemporary consumer trends, as well as how businesses can benefit from embedding sustainability concepts into their everyday practice. By using more holistic marketing strategies, students are better able to assess risks, identify opportunities and create marketing plans that can benefit businesses, their stakeholders and society at large.

This module furthers students' appreciation of the concept of sustainability and related concepts such as corporate responsibility/corporate citizenship, including how they can be operationalized and applied in today's business environment. The main aim of the module is to help students understand how businesses can benefit by adopting these concepts in their marketing strategy, and ultimately, it aims to help students think critically about the opportunities and limitations of marketing in society.

Students will develop critical perspectives needed to debate the importance of sustainability in their organizations, build the business case for adopting sustainability strategies and help their organizations to better address social and environmental concerns. The module will be suitable for students without prior knowledge of marketing or management.

Topics covered:

- Twenty-first century global challenges
- Introduction to sustainability and related concepts
- Markets, Marketing and society: what is driving change?
- The changing role of business in society
- Effective communication with stakeholders
- Contemporary consumer trends
- Consumer and buyer behaviour and sustainability
- Sustainable marketing strategies
- Developing and Emerging markets
- Doing harm while attempting good: a critical eye on sustainable business practices

Digital and Social Media Marketing (MTM110)

The raison d'être of marketing is to create value for customers. This fundamental principle applies to both traditional and digital marketing. However, digitalisation presents a new array of opportunities and challenges for marketers, customers and society at large. Social media in particular have revolutionised how customers interact with one another and with firms. This module furthers understanding of marketing concepts and tools enabling students to develop digital marketing communication strategies.

This module aims to extend students' appreciation of digital aspects of marketing, by examining how digital and social media technologies have impacted marketing theory and practice. Specifically, the module aims to encourage students to: develop an informed personal opinion about the main issues in contemporary digital and social media marketing; acquire and critically assess the usefulness of the main digital and social media marketing theories and concepts; and, critically apply the knowledge acquired to address real life digital and social media marketing issues.

Topics covered:

- Introduction to digital marketing
- Engagement
- Online word-of-mouth and viral marketing
- Community marketing
- Experiential marketing in digital environments
- The digital marketing mix
- Search marketing
- Digital advertising
- Email marketing
- Digital and social media measurement and analytics

Economics for Managers (MTM030)

This module provides a background in the basic concepts of economic theory used in business and management and assesses the macroeconomic and microeconomic environment for business and management. Topics discussed include: gains from specialisation, gains from trade, market demand, factors affecting firms, cost, profit maximisation, competition in different types of market, basic game concepts, the role of fiscal and monetary policy, exchange rates and the balance of payments. Case studies will be widely used.

The module aims to: assess how the domestic and international environment affects business and management; understand the workings of varying markets in the context of developed and emerging economies; analyse key strategies used by business enterprises for profit maximisation; and apply a range of theoretical concepts in economics to the business context.

Topics covered:

- Consumers in the marketplace
- Firms in the marketplace
- Markets in action
- Market structure and firm performance
- Strategic rivalry
- Introduction to macroeconomics
- Exchange rates and the balance of payments
- Fiscal and monetary policy
- Inflation, output and economic policy
- Exam revision

Entrepreneurship and Innovation (MTM040)

Entrepreneurship is at the heart of any economy. Since the 1980s, successive British governments have sought to promote entrepreneurship both as a way of tackling economic problems and

capitalizing on the private and public knowledge-base. The module brings together theory and practice and is organised under four main themes.

Theme 1: Entrepreneurship and Innovation: theories of entrepreneurial behaviour.

From Schumpeter and Penrose to theories of organisational growth and survival to conceptualisations of uneven geographies of entrepreneurial activity.

Theme 2: Understanding innovation

Definitions of innovation. Innovative as an interactive process.

Theme 3: Entrepreneurship and innovation in practice

University spin-offs, innovation in manufacturing and services

Theme 4: Entrepreneurship and innovation support systems: public and private programmes

Theoretical explanations for how public policy at international, national and regional scales influences the climate for entrepreneurship and innovation. Evidence of both the impact of public and private initiatives on the entrepreneurial process in the UK and the US.

Topics covered:

- Defining entrepreneurship and entrepreneurial behaviour
- Innovation as an interactive process
- Business closure
- Innovation as a management process
- Business growth
- Innovation in manufacturing and service
- Financing innovative small firms
- Academic entrepreneurship
- The role of public policy in supporting entrepreneurship and innovation.
- Exam revision

Innovation and the Knowledge Economy (MTM050)

The module explores the many roles that innovation and technology play in the economy and the challenges that the contemporary "knowledge economy" poses for businesses, governments and public and private sector organizations.

The first part of the module focuses on understanding the role and nature of innovation in the knowledge economy: The relationship between innovation, knowledge, productivity and economic growth; technological change, automation and the future of jobs; how industries evolve in response to different innovation patterns; and how we can predict leading emerging technologies

The second part of the module explores the changing nature of competition in the knowledge economy: Innovation-based competition and "winner take all" markets; competing around intangible assets and non-R&D based forms of innovation; co-designing innovation with users; open innovation and knowledge co-creation; and decentralised and ecosystem-based innovation models.

This module provides the essential ingredients that managers, business analysts, entrepreneurs and policymakers need in order to understand: how innovation and knowledge support contemporary economic performance; the implications of innovation for growth, productivity, jobs, and industry evolution; the changing nature and dynamics of innovation and of technology-based competition; and how companies can innovate and compete in the knowledge economy.

Topics covered:

- Innovation and productivity in the knowledge economy
- Skill biased technological change: Automation and the future of jobs
- Innovation and industry evolution
- Predicting future leading technologies
- Intangibles, networks and "winner takes all" markets
- Harnessing the knowledge of users
- Sources of knowledge for innovation: evolving models
- Profiting from innovation in the knowledge economy
- Towards decentralised and ecosystem-based innovation models
- Exam revision

Innovation: Management and Policy (MTM060)

This module provides students with a thorough understanding of the central issues of managing innovation in firms as well as of innovation policy and its implications for firms, competitiveness and economic development in an international context. The module covers the following three key areas:

Innovation and knowledge: The importance of innovation, definitions and models, main concepts and analytical tools, the interaction of technology, markets and organisations, the innovating firm in its environment, knowledge as a business resource.

Strategic management of innovation: Corporate competencies for innovation, innovation in technology-intensive industries, collaborative arrangements, patents strategy, multinational company networks.

Innovation policy: The economic foundations of technology and innovation policy, innovation policy in a globalising economy, intellectual property rights, innovation systems.

Topics covered:

- Introduction and overview.
- Models of innovation
- Innovation strategy in technology intensive industries
- Technology strategy and collaborative arrangements
- Innovation and Communities
- Intellectual property rights
- Innovation and multinational company networks
- Technology and innovation policy: rationale and implications
- Corporate competencies for innovation
- Coursework Q&A

Intellectual Capital and Competitiveness (MTM130)

Intellectual capital and related intangible assets and intellectual property are the sources of corporate competitiveness and value creation for services and manufacturing in terms of financial performance, market dominance, technological advantage and dynamic capabilities. This module aims to provide an understanding of such assets and the new managerial challenges they raise for firms. Opportunities for enhancing corporate competitiveness from intellectual capital have increased because of the integration of micro-electronics and ICT into business practices and organisations. The module's focus is competitiveness of e-business, including services and manufacturing businesses adopting micro-electronics into their operations.

Intellectual capital, and related intangible assets, are the capital of our time. Companies invest many times more in computerized information, data, software, intellectual property (such as patents, copyright, trademarks and open source), science, economic competencies, business models, than in buildings, machinery and raw materials. This future needs new strategies, management structures and entrepreneurial finance, but also, it brings new types of risk. Students will become equipped with the techniques, tools, and frameworks to be prepared for this future. Focusing on intellectual property rights and future proofing business models for digital transformation and investment in this future, this module will address today's intangible sources of corporate competitiveness and value creation for financial performance, market dominance, technological advantage, building dynamic capabilities, business models, and more.

Topics covered:

- The world of intellectual property rights (IPRs)
- The strategic management of IPRs
- Risks, obstacles and failure in IPR marketplaces
- Natural rights and moral rationales: the 21st century
- Economic incentives and political rationales for IPRs
- Competitive business models in a smarter economy
- Customer-based intangibles and market-based assets
- Digital Transformation Management
- Entrepreneurial finance in the digital economy
- Exam revision

Leadership and Developing People (MTM070)

This module enables students to develop a critical understanding of the strategic concept of human resource development and how it can enhance learning, skills, personal development and performance within the organisation.

The module helps students develop a critical understanding of human resource development. They will engage with theories of motivation and commitment and theories of leadership and leadership methods used in different organisations. Students will have the opportunity to examine the role, aims and objectives of HRD in organisations and how these work in theory and in practice.

Topics covered:

- Contemporary developments in HRM and HRD
- Motivation and engagement
- Leadership and followers
- Aims and objectives of HR and HRD functions
- Flexible working and change management
- Professionalism and corporate social responsibility
- Knowledge management, stories and liminality
- Coaching and development
- Contemporary and future trends in HR roles and responsibilities
- Exam revision

Management of Emerging Technologies (MTM140)

This module aims to provide students with basic knowledge about emerging digital technologies as well as user-oriented knowledge of several important applications. The module covers important issues related to the management of the new technologies such as implementation, strategy, and organizational change and cybersecurity. Students will have the opportunity to develop in-depth knowledge of the application of emerging technologies in one specific field. The module will also provide students with a theoretical framework for understanding the new technology and its impacts and engage students in critical discussion of the overall societal impacts.

Today, public and private organisations are continuously under the pressure of new digital technological ideas and new frameworks are available for changing the modes of competition, driving innovation, and disrupting the status quo. Management must be able to understand those changes in order to enable the right response. Strategic thinking is required in coping with the emerging variety of digital technologies. This module provides tools and approaches to deal with key emerging digital technologies in general (e.g., Blockchain, the Internet of Things, Artificial Intelligence, and so on). To do that, the module uses the literature on emerging digital technology management, theories of emerging technology adoption, and emerging digital technology impact assessments.

Topics covered:

- What are emerging digital technologies?
- Adoption of emerging digital technologies – theory and practice
- Managing emerging digital technologies – Part 1 - measuring the digital maturity of organisations and forecasting the impact of emerging digital technologies
- Managing emerging digital technologies – Part 2 - strategy development, implementation, skills and people.
- Managing emerging digital technologies – Part 3 - organisation structure (teleworking and virtual organisation)
- Emerging digital technologies and entrepreneurship
- An overview of the current landscape of emerging digital technologies – Part 1 - DLT, the IoT, Cybersecurity
- An overview of the current landscape of emerging digital technologies – Part 2 - Data and Artificial Intelligence
- The future landscape of emerging digital technologies – The Challenge of Quantum Technology
- Policy and emerging digital technologies

Principles of Management: Theory and Practice (MTM080)

Organizations matter because just about everything that we do occurs within an organization. The broad aim of this module is to give all students, regardless of academic background, an introduction to the ideas, theories, models and values used to make sense of organizations and the way these theoretical insights are applied to understanding different organisational forms and their competitive significance in an era of global competition.

This module reviews some of the major contributions to management thought, identifies trends in organizational analysis and management thinking, and evaluates theories and research in terms of their usefulness in understanding and improving management practice.

The modules aims to: introduce and discuss key concepts and theories of management; familiarise students with current debates in the theory and practice of management; and to explore the practice

of management and reflect on the consequences that various practices have for the organization, the individual and other stakeholders.

Topics covered:

- Introduction to Management
- The Business Environment and Organisation Culture
- Planning and Decision Making
- Organisation Structure
- Managing People
- Leadership and Influence in Organisations
- Performance Management and Motivation
- Managing Teams
- Control and Performance Measurement
- Managing Internationally

Strategic Management (MTM090)

This module explores the rich and varied field of strategic management and how strategic analysis, strategy formulation and strategy implementation contribute to organisational performance and success. The module will review practically relevant ideas and frameworks that facilitate strategy design and formulation and help you appreciate and assess the work of a 'strategist'.

Students will develop a sound grasp of classical tools used in strategic analysis and apply them to different contexts and cases; acquire an appreciation of the underlying theories on which these tools are based and the academic research from which they have been developed; and be required to fully engage with the subject in order to think deeply and rigorously and address the fundamental ideas in strategy research and the challenges of strategic management.

The module aims to: investigate the contribution of strategy and the role of strategic management in organisations; provide an advanced understanding of common strategic models and frameworks and an understanding of their benefits, as well as their limitations; simulate practical experience of strategic analysis and strategy formulation both as individuals and within teams; and develop the ability to analyse specific case studies and identify comprehensive solutions.

Topics covered:

- What is strategy?
- Strategy as an emergent or prescriptive process
- Strategic analysis: macro external environment
- Strategic analysis: industry external analysis
- Strategic analysis: firm resources
- Business strategy #1
- Business strategy #2
- Corporate strategies #1
- Corporate strategies #2
- International/global strategy

Strategic Marketing (MTM120)

This module provides students with an understanding of the strategic aspects of marketing and the practice of marketing planning. The module takes a step-by-step approach (from analysing the external and internal environment, to making strategic and tactical marketing decisions) through references to relevant marketing theory, clear explanations and practical examples. Upon completion of this module, students will have a holistic perspective on the strategic importance of marketing, marketing challenges and opportunities, and key aspects of strategic and tactical marketing decisions.

This module is designed to advance knowledge and enhance skills in two critical aspects of marketing: strategic marketing decision making and the development of marketing plans. Strategic aspects involve conducting a situation analysis, identifying market segments, making targeting decisions, developing a clear positioning, and deciding upon SMART (Specific, Measurable, Attainable, Relevant, Time bound) marketing objectives. More tactical aspects include the development of an appropriate marketing mix. Although emphasis is placed on marketing strategy and management, links will be made with broader business functions including finance, production, R&D and HRM. Moreover, this module seeks to endorse marketing decisions that reinforce and align with the triple bottom line (financial, social and environmental) perspective.

Topics covered:

- Introduction to Strategic Marketing
- Situation analysis I: The 5 Cs (Customers, Context, Company, Collaborators and Complementers, Competitors)
- Situation analysis II: Industry Competitiveness and SWOT Analysis
- Segmentation, Targeting and Positioning
- The Marketing Mix, Product and Services
- Price
- Promotion
- Place
- People, Process, Physical Environment
- Strategy Evaluation, Organisation and Control

Work-based Project (MTM500)

The Work-based project will draw on elements of learning from different parts of the programme and demonstrate students' insight into, and understanding of, aspects of management practice in the context of their own organisation.

Examples of projects include:

- The rebranding of a family business following diversification
- The market research and business planning for a new service
- Reviewing and making recommendations for improving a service delivery area
- Designing and delivering a service change across locations and teams
- The development of data analytics to expand marketing opportunities

More examples and ways to generate ideas for potential projects, including charity and business start-ups, will be explained at length during the early stages of the module with a range of supporting resources.

The module provides an academic structuring for a workplace research project. It supports students in negotiating the complexity of undertaking such a project using appropriate methodology, and in reviewing ethical issues relating to secondary and primary research collection and analysis. It develops students' ability to function as independent, critically evaluative researchers. The module enables students to understand and act on inter-relationships in the context in which their practice is located, and supports students in the recognition of structural factors and uncertainties and the ability to work effectively with these.

Topics covered:

- Identifying a research topic
- Preparing a research proposal
- Writing a critical literature review
- Designing the research
- Ethics
- Analysing and presenting qualitative data
- Analysing and presenting quantitative data
- Organizing and presenting the project

Appendix C – Assessment criteria

Coursework and Work-based Project Assessment Criteria

This is an indicative description of expectations at each grade level. Overall grades will comprise qualitative and quantitative elements. The setting of questions, tasks and requirements and the accompanying marking scheme should take account of the criteria below.

Mark band	Assessment criteria
80%-100% High Distinction	Marks in this range indicate an exceptionally high level of scholarship and outstanding performance in terms of all of the dimensions outlined. While work at this level exhibits scrupulous completion of the requirements of the assignment, it will also exhibit a high degree of initiative, high quality of analysis, academic sophistication, comprehension and critical assessment, making a novel contribution to management studies.
70%-79% Distinction	Marks in this range indicate high levels of scholarship, and high performance in terms of all of the dimensions outlined. Comprehensively argued writing of interest and originality which is also well organized and presented exhibiting a sound, critical and analytical grasp of the relevant literature(s) and drawing on an extensive range of relevant academic sources. The work will display an excellent understanding of underlying theory as well as employing appropriate analytical techniques, resulting in an argument of interest and significance.
60%-69% Merit	Work that demonstrates a good command of the subject and relevant literature(s) as well as a sound grasp of critical issues, with evidence of independent thought and a high standard of argument as well as good presentation. Work towards the bottom of this range may have occasional weaknesses and flaws but will nevertheless show a generally high level of competence. Work towards the top of this range will be highly competent on all dimensions.
50%-59% Pass	Marks in this range indicate general capability, but with moderate levels of weaknesses on one or more dimensions indicated above. Work in this range may contain inaccuracies, the arguments may lack clarity or rigour, or there may be a lack of critical understanding. It will however be coherently structured and presented, showing a sound command of the subject, some awareness of critical debate, and the ability to construct a generally coherent argument.
40%-49% Fail	Marks in this range do not quite meet the minimum standards for a pass, with considerable levels of weaknesses on one or more dimensions. Work in this range may suffer from flawed arguments, weak structure and presentation, an inadequate command of course materials, or a serious failure to reflect on those materials. It will however demonstrate a basic understanding of management studies and show evidence of reasonable attention to the course materials.
30%-39% Low Fail	Marks in this range display major levels of weaknesses on two or more dimensions. The work may be reliant on a minimal range of reading and reflection with poor attention to detail. Work in this range may be characterised by assertions lacking supporting evidence or argument, or by seriously flawed understanding of key concepts.
0%-29% Very Low Fail	Marks in this range indicate general incompetence, with highly serious levels of weaknesses on two or more dimensions. Work in this range will either fail to present any real argument or opinion, or fail to engage at all with the topic in question. Work may quote heavily from a small number of sources, but fail to integrate them and provide little or no narrative to explain their relevance.