

Hertfordshire Business School

Title of Programme: MSc Business and Organisational Strategy

Includes: PG Diploma Business and Organisational Strategy
PG Certificate Business and Organisational Strategy

Programme Code: BSBOS

Course Codes: BSBOS, BSBOSPGD, BSBOSPGC

Programme Specification

This programme specification is relevant to students entering:
01 May 2018

Associate Dean of School (Academic Quality Assurance):
Denise Ball



A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

Summary of amendments to the programme

Date	Section	Amendment

If you have any queries regarding the changes please email AQO@herts.ac.uk

Programme Specification

MSc Business and Organisational Strategy

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

Section 1

Awarding Institution/Body	University of Hertfordshire
Teaching Institution	University of Hertfordshire
University/partner campuses	De Havilland
Programme accredited by	Includes CMI modules
Final Award (Qualification)	MSc, PG Cert, PG Diploma
All Final Award titles	Business and Organisational Strategy
(Qualification and Subject)	
FHEQ level of award	7
Language of Delivery	English

A. Programme Rationale

This part-time programme is designed to develop individuals as senior leaders and business specialists, and to enable the development of a comprehensive understanding of the major issues and problems associated with the formulation and implementation of business strategies. There is a strong practical and professional orientation to the curriculum, designed to enable graduates to ground their acquired knowledge within their professional work experience. The programme provides critical and applied study at postgraduate level of leading edge and contemporary management and leadership theory. Students will be equipped with the analytical and personal skills to deal with complex 'messy problems' in their organisation, to challenge preconceptions, handle complex situations holistically and solve unstructured business problems effectively. The programme, designed to support career development, enhances skills of self-direction, leadership and originality in students to assist them in formulating their own organisational plans and responding to strategies developed by others.

The final year of the programme provides an opportunity to build on the knowledge base and theory-practice interplay of the first year of study to participate in a substantial piece of independent research that has the potential to contribute significantly to the operation of their organisation. This programme combines a blend of employer-defined skills, knowledge and behaviour outcomes that are integrated and assessed as part of MSc Business and Organisational Strategy, and offers the potential to achieve professional recognition with CMI.

The curriculum works in tandem with key elements of the Chartered Management Institute (CMI), and students can achieve the 'CMI Level 7 Extended Diploma in Strategic Management and Leadership (QCF)' in addition to the University's own award title of 'MSc Business and Organisational Strategy'. The inclusion of professional body accredited elements to this Masters programme adds value to the exit award, demonstrating professional recognition in addition to the valuable transferable knowledge that the Masters in Business and Organisational Strategy brings.

B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in [UPR TL03](#).

Additionally this programme aims to:

- Provide a contemporary, critical, integrated and applied programme of study at postgraduate level within the area of Business and Management
- Engage students in an intellectually challenging curriculum that leads to an appreciation of issues, themes and applications within the field of business strategy; provides them with the confidence to question theory and established concepts; and apply the acquired knowledge to practice.
- Enable graduates to formulate, communicate and implement strategies for greater organisational effectiveness
- Equip students with an understanding of ethical perspectives in leadership, and the desire and ability to incorporate corporate social responsibility principles into business activity
- Provide students with the analytical and personal skills to solve 'messy' problems and address complex issues both systematically and creatively, and, as strategic leaders, to encourage these skills in others

C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
<p>A1- Organisations, their internal and external context and how they are managed</p> <p>A2- Theories of leadership and strategy, their relationship to each other, and their influence on the organisation</p> <p>A3- Communications and the building of internal and external customer relationships</p> <p>A4- Current global issues in business and management: debates, issues and new insights affecting organisations</p>	<p>Acquisition of knowledge and understanding is through a combination of tutorials and workshops. Workshops may include real world case studies, simulation and role play. Students are encouraged to relate the new knowledge gained on the course to their current and prior work experience and current projects.</p> <p>Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.</p>	<p>Knowledge and understanding are assessed formatively and summatively through in-course assessments, varying by module according to the appropriateness of the design to achieve each learning outcome. Methods include business reports, portfolios of work, presentations (individual and group), group work, portfolios, reports, case studies, and essays.</p>
Intellectual skills:	Teaching/learning methods & strategies	Assessment
<p>B1-Develop appropriate policies and strategies within a changing environment to solve problems, capitalize on opportunities, and address stakeholder interests</p>	<p>Intellectual skills are developed through the methods and strategies outlined in section A, above. Analytical, integrative and problem solving skills are further developed through the in-depth investigation of</p>	<p>Intellectual skills are assessed through a combination of in-course assessments set out in A, above. Research in particular is assessed through</p>

<p>B2-Research into business and management issues, acquire and analyze information, evaluate relevance and validity, synthesize a wide range of information</p> <p>B3- Integrate and evaluate new knowledge, including published research, and assess its relevance to addressing challenges in past experiences and new situations</p> <p>B4- Apply ethical and organizational values to situations and decision making</p>	<p>a complex business problem in the Integrated Work-Based Project.</p> <p>Research methodology is taught through the programme's 'Research Skills for Business and Management' module. It is provided in addition to HBS-specific online research methods support, the HBS Academic Skills Unit, the HBS Statistical Support Desk and other central UH research support services.</p> <p>Throughout, the learner is encouraged to develop intellectual skills further by independent study.</p>	<p>the Integrated Work-Based Project.</p> <p>Research Skills for Business and Management module is a 'zero-credit' module that does not contribute to the Apprentice degree grade, but forms part of the Extended CMI Diploma. It provides support student understanding of research techniques and to help preparation for the Apprentices' independent, work-based research.</p>
<p>Practical skills:</p>	<p>Teaching/learning methods & strategies</p>	<p>Assessment</p>
<p>C1-Make effective use of ICT in research, analysis and the communication of findings and ideas</p> <p>C2- Use numeracy and quantitative skills in researching and analysing data, formulating solutions and re-evaluating theory</p> <p>C3- Demonstrate high personal effectiveness including critical self-awareness and self-reflection</p> <p>C4- Encourage and manage the creative process in others, showing sensitivity to diversity in people and different situations</p>	<p>Practical skills are developed through the methods and strategies outlined in section A, above.</p> <p>The ability to present ideas effectively to senior management and to reflect on the effectiveness of personal communication is developed throughout the programme</p> <p>Sensitivity to diversity in people and different situations is particularly addressed within programme along with a broader view of resource management</p>	<p>Practical skills are assessed through a range of different methods as appropriate including those outlined in section A.</p>
<p>Transferable skills:</p>	<p>Teaching/learning methods & strategies</p>	<p>Assessment</p>
<p>D1-Communicate complicated ideas clearly and effectively both orally and in writing</p> <p>D2-Work effectively in a team</p> <p>D3- Research independently</p> <p>D4- Use research and scholarship to inform and revise practice, including proposing initiatives to senior managers for enhanced work practices</p>	<p>Transferable skills are developed through a combination of workshops and tutorials, group interactions and coursework.</p> <p>Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan, and this has a structured process across year one and year two with the Developing as a Senior Leader 1 & 2 modules</p>	<p>Transferable skills are assessed through the range of assignments outlined in Section A above.</p> <p>Assessed presentations are included and support will be given to prepare for the final End Point Assessment processes in the second year</p>

D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in part-time mode over 2 years for September and February intakes, and in part-time mode over 2.5 years for May intakes. The programme leads to the award of an MSc Business and Organisational Strategy and the and the CMI Level 7 Extended Diploma in Strategic Management and Leadership. Entry is normally at Masters (7). Intake is normally in Semester A (September), B (February) or C (May).

Professional and Statutory Regulatory Bodies

This programme incorporates Chartered Institute for Management (CMI) accreditation. On completion of the course, students will gain the following additional award title 'CMI Level 7 Diploma in Strategic Management and Leadership (QCF)'.

Work-Based Learning, including Sandwich Programmes

Student undertake work based learning throughout the programme.

Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

MSc - Mode of study Part-time
Semester A Entry

Year 1

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	A & B
Global Issues in Business and Mgt	7BSP1340	15	English	0	100	0	A
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

These two CMI modules contribute 15 credits towards the UH masters

Year 2

Compulsory Modules

Module Title

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	ABC
Project and Risk Management	7BSP1343	15	English	0	70	30	A

Compulsory Modules

Module Title

	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Information Management	7004	9	English	0	100	0	B
Financial Management	7003	7	English	0	100	0	B

These two CMI modules contribute 15 credits towards the UH masters

Compulsory Modules

Module Title

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Research Skills for Business & Mgt	7BSP1344	0	English	0	100	0	B & C
Integrated Work-Based Project*	7BSP1294	60	English	0	100	0	BCA

**Students normally must have completed 120 credits prior to commencing their Integrated Work-Based Project*

*** Research Skills for Business & Management and the Integrated Work-Based Project are required for the CMI Extended Diploma Qualification*

Entry point Semester B

Year 1

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	B
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

These two CMI modules contribute 15 credits towards the UH masters

Year 2

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	AB
Project and Risk Management	7BSP1343	15	English	0	70	30	A
Global Issues in Business and Mgt	7BSP1340	15	English	0	100	0	B

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Information Management	7004	9	English	0	100	0	B
Financial Management	7003	7	English	0	100	0	B

These two CMI modules contribute 15 credits towards the UH masters

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Research Skills for Business & Mgt	7BSP1344	0	English	0	100	0	C & A
Integrated Work-Based Project*	7BSP1294	60	English	0	100	0	CA

*Students normally must have completed 120 credits prior to commencing their Integrated Work-Based Project

** 'Research Skills for Business and Management' and the 'Integrated Work-Based Project' are required for the CMI Extended Diploma Qualification

Entry point Semester C

Year 1

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

These two CMI modules contribute 15 credits towards the UH masters

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 1	7BSP1339		English	0	100	0	B
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B
Global Issues in Business and Mgt	7BSP1340	15	English	0	100	0	A

Year 2

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	ABC
Project and Risk Management	7BSP1343	15	English	0	70	30	A

Compulsory Modules

Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Information Management	7004	9	English	0	100	0	B
Financial Management	7003	7	English	0	100	0	B

These two CMI modules contribute 15 credits towards the UH masters

Compulsory Modules

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Research Skills for Business & Mgt	7BSP1344	0	English	0	100	0	B & C
Integrated Work-Based Project*	7BSP1294	60	English	0	100	0	BCA

*Students normally must have completed 120 credits prior to commencing their Integrated Work-Based Project

** 'Research Skills for Business and Management' and the 'Integrated Work-Based Project' are required for the CMI Extended Diploma Qualification

PG Certificate - Mode of study Part-time Semester A Entry

Year 1

Compulsory Modules

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	A & B
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

Compulsory Modules

Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

PG Certificate - Mode of study Part-time
Semester B Entry

Year 1

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	B
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

PG Certificate - Mode of study Part-time
Semester C Entry (60 credits in total, 15 credits from CMI plus 45 credits from UH modules)

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	A&B
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

PG Diploma - Mode of study Part-time
Semester A Entry

Year 1

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
<u>Module Title</u>							
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	A & B
Global Issues in Business and Mgt	7BSP1340	15	English	0	100	0	A
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
<u>Module Title</u>							
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

These two CMI modules contribute 15 credits towards the UH masters

Year 2

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
<u>Module Title</u>							
Project and Risk Management	7BSP1343	15	English	0	70	30	A
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	ABC

	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
<u>Module Title</u>							
Strategic Information Management	7004	9	English	0	100	0	B
Financial Management	7003	7	English	0	100	0	B

These two CMI modules contribute 15 credits towards the UH masters

PG Diploma
Entry point Semester B

Year 1

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	B
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

These two CMI modules contribute 15 credits towards the UH masters

Year 2

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	ABC
Project and Risk Management	7BSP1343	15	English	0	70	30	A
Global Issues in Business and Mgt	7BSP1340	15	English	0	100	0	B

Compulsory Modules Module Title	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Information Management	7004	9	English	0	100	0	B
Financial Management	7003	7	English	0	100	0	B

These two CMI modules contribute 15 credits towards the UH masters

PG Diploma
Entry point Semester C

Year 1

	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Organisational Change	7010	7	English	0	100	0	C
Strategic Corporate Social Responsibility	7023	9	English	0	100	0	C

These two CMI modules contribute 15 credits towards the UH masters

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	A & B
Global Issues in Business and Mgt	7BSP1340	15	English	0	100	0	A
Leading Strategy in Organisations	7BSP1341	15	English	0	100	0	B
Resource Planning in Organisations	7BSP1291	15	English	0	80	20	B

Year 2

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	ABC
Project and Risk Management	7BSP1343	15	English	0	70	30	A

	CMI Code	CMI Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Strategic Information Management	7004	9	English	0	100	0	B
Financial Management	7003	7	English	0	100	0	B

These two CMI modules contribute 15 credits towards the UH masters

The award of an MSc Business and Organisational Strategy requires 180 credit points passed at level 7 including the Integrated Work-Based Project

Table 1b Final and interim awards available

The programme provides the following destination awards:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
MSc	Business and Organisational Strategy	180 credit points including at least 150 at level 7	6 Semesters	All programme learning outcomes (see Table 2)

Destination Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Diploma	Business and Organisational Strategy	120 credit points, including at least 90 at level 7	2, 3 Semesters	A1, A2, A3, A4, B1, B2, B3, B4, C2, C3, D1, D2, D4,
Postgraduate Certificate	Business and Organisational Strategy	60 credit points, including at least 45 at level 7	1-2 Semesters	A1, A2, A3, A4, B1, B2, B3, B4, C2, C3, C4, D1, D2, D4

Masters and Diploma awards can be made "with Distinction" or "with Commendation" where criteria as described in [UPR AS14](#), Section D and the students' handbook are met.

Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) (delete as applicable) and [UPR AS14](#)) with the exception of those listed below, which have been specifically approved by the University:

- This programme incorporates CMI modules. Successful achievement of the CMI modules to the CMI's pass standard enables students to gain the CMI Level 7 Extended Diploma in Strategic Management and Leadership (QCF) in addition to their Masters title.
- Students on this programme generate 30 credits of APCL through their completion of the four free-standing CMI modules in their first and second year. These modules are allocated CMI Level 7 credits, confirmed by the QCF framework as equivalent to University Level 7 module credits. Students must pass these modules to achieve the APCL, and their CMI module achievement will be formally converted to UH module credits at the annual APCL Boards held in HBS
- It should be noted that while compensation is permitted on the UH programme, students must nonetheless pass 66 credits of CMI modules including all of their CMI core modules to also generate the CMI Level 7 Extended Diploma. Students should seek clarification with their Programme Leader on the implication of any module failure.
- The standalone CMI modules are graded as 'pass/fail' and passing these modules generates 30 credits of APCL. The Masters qualification (i.e. 'pass', 'commendation' or 'distinction') is calculated on the basis of the remaining 150 UH credits. Information on the calculation of taught Master's degrees is provided in the UPRs, in AS14, Section D7.

Further points of clarification and interpretation relevant to this specific programme are given below:

- The UH modules below have CMI accreditation built into the assessments, as can be seen by the CMI Units that they are linked to below. Module Leaders liaise with the Professional Development Manager and the Corporate and Professional Development Unit to ensure that the requisite CMI-affiliated module assignments are uploaded to the CMI site as required

UH CMI-affiliated module	CMI module incorporated	CMI credits of this CMI module
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Developing as a Senior Leader 1 (15 credits)	Personal Development as a Strategic Manager (7001) <i>core</i>	6
Global Issues in Business and Management (15 credits)	N/A	-
Leading Strategy in Organisations (15 credits)	Strategic Planning (7011)	9
	Organisational Direction (7006) <i>core</i>	9
Resource Planning in the Organisation (15 credits)	Strategic Performance Management (7002) <i>core</i>	7
Total UH credits: 60		Total CMI credits: 31

- Students take two CMI modules in Year 1 and two in Year 2, totalling 30 UH credits for APCL purposes. Passing these modules and gaining 30 Level 7 QCF credits, in a clear, separate block, provides the student with the requisite 30 credits of APCL into their records. This APCL will be formally counted into the award at the HBS annual APL board in September. 30 credits of APL is the maximum amount of permitted under UH regs *while still retaining the option to apply 'commendations' and 'distinctions' to the final masters degree title.*

UH module	CMI module	CMI credits of this CMI module
	Financial Management (7003) <i>core</i>	7
	Strategic Information Management (7004) <i>core</i>	9
	Organisational Change (7010)	7
	Strategic Corporate Social Responsibility (7023)	9
Developing as a Senior Leader 2	N/A	-
Project and Risk Management	N/A	-
Total UH credits: 30		Total CMI credits: 32 (30 UH credits by APCL)

- Final Year, UH dissertation & Research Methods, these UH modules count towards the CMI module 'Conducting a Strategic Management Project'.

UH CMI-affiliated module	CMI module incorporated	CMI credits of this CMI module
Integrated Work-Based Project	Conducting a Strategic Management Project (7005) <i>core</i>	10
Research Methods (0-credit)		
Total UH credits: 60		Total CMI credits: 10

E. Management of Programme & Support for Student learning

Management

The programme is managed and administered through:

- Dean of School
- Head of Department who has delegated responsibility for this programme
- A Programme Leader, who is responsible for the day to day management of this programme

- Module Leaders who are responsible for individual modules
- A designated Programme Administrator to deal with day to day administration associated with the programme
- An Admissions Tutor with specific responsibility for open days and selection
- A programme committee, including student representatives from the programme

Support

Students are supported by;

- A Programme Leader and Module Tutors
- HBS Corporate Development Office manage the CMI modules
- An HBS Postgraduate Administration Office
- Hertfordshire Business School Information Point
- Induction programme on commencement of the programme for semester A and B.
- Centre for Academic Skills Enhancement (CASE)
- CMI workbooks
- Student representative on programme committees
- A versatile Virtual Learning Environment
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in two Learning Resources Centres
- A substantial Student centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support etc.
- Office of Dean of Students, incorporating Chaplaincy, Counselling and nursery
- Medical centre
- English support classes
- A Mathematics Drop-in Centre
- University Disability Advisors
- An Equality Office
- The Students' Union
- Guided student centred learning through the use of StudyNet
- A Careers, Employment and Enterprise Service for all current students and graduates

F. Other sources of information

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

- A Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;
- A Module Site for each constituent module.

The [Herts Handbook](#) is an introduction to the academic, social, cultural and sporting services and opportunities available at the University of Hertfordshire, and includes the Student Charter and Student Code of Conduct.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: <http://www.herts.ac.uk/secreg/upr/>. In particular, [UPR SA07](#) 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

The UK Quality Assurance Agency for Higher Education (QAA) has confirmed the quality and standards of provision at the University of Hertfordshire. A key part of QAA's role is to review and report on how universities maintain their academic standards and quality, to inform students and the wider public. The team of QAA reviewers visited the University of Hertfordshire in 2015/16 and judged that its academic standards, the quality and enhancement of its students' learning experience, and the quality of information about this learning experience all meet UK expectations. In other words, the University meets national requirements for standards

and quality. The QAA's report can be accessed at: <http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007147#.V-KHajXy0nE>

G. Entry requirements

The normal entry requirements for the programme are:

- An honours degree of at least 2:2 classification, in a business or non business-related discipline, from a UK University; or
- The equivalent of the above from a recognised University overseas; or
- A degree equivalent professional qualification recognised by the Programme Leader; or
- A Pre-Masters course recognised by the University; or
- Equivalent qualifications to be assessed by the Programme Leader and Admissions Tutor

and

- Be employed in a position that enables an insight into an organisation's strategy and daily operations, and ideally with defined responsibilities such as the supervision/direction of the work of other employees and/or budgetary control
- Have GCSE English Language and Mathematics at grade C or above, or qualifications recognised as equivalent by the University on its website at <http://www.herts.ac.uk/apply/entry-requirements/undergraduate-degrees/gcse-equivalent-entry-requirements>
- Applicants may be accepted who do not have the required academic qualification but have at least three years' demonstrable substantive work experience, with the agreement of the Admissions Tutor, Programme Leader and their Head of Department. See 'Non-Standard Applicants' section, below

*Non-Standard Applicants

Candidates will normally be interviewed by two members of academic staff, following submission of application documents demonstrating their suitability for the programme as outlined above. If a candidate does not satisfy the above criteria then they may not be called to interview.

Prior to the interview, candidates are required to provide a personal statement outlining the relevance of their work experience to the programme, and this should be submitted to the Programme Leader exactly one week prior to the interview date (to Rachele Andrews: r.1.andrews@herts.ac.uk).

At interview, candidates must be able to demonstrate:

- an in-depth understanding of the demands of the MSc BoS programme
- motivation and commitment to undertake the MSc BoS programme
- an ability to take responsibility for own learning and development
- an ability to reflect on and analyse own experience
- that the scope and nature of their experience is relevant and appropriate

*GCSE Maths and English grade C or above (or equivalent) is a requirement for all applicants, including Non-Standard Applicants

English Language entry requirements

In addition all students for whom English is not their first language must produce evidence of their English Language proficiency. The standard required is an IELTS score of 6.5 (with no less than 5.5 in each band), or an equivalent score on a test recognised by the University of Hertfordshire.

[Pre-sessional English language courses are available at the University of Hertfordshire for students who have an IELTS score of 6.0]

This requirement will be waived if the student has successfully completed an undergraduate degree at a university in the United Kingdom, or another country acceptable to the University of Hertfordshire, where study was in English and the student was based in that university's home country during study.

APCL

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in [UPR SA03](#)), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

If you would like this information in an alternative format please contact:
Rachelle Andrews: r.1.andrews@herts.ac.uk

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

MSc Business and Organisational Strategy

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)															
		K & U				Intellectual				Practical				Transferable			
Module Title	Module Code	A1	A2	A3	A4	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4
Leading Strategy in Organisations	7BSP1341	x	x	x	x		x	x	x			x					x
Resource Planning in Organisations	7BSP1291	x		x		x	x		x		x		x	x	x		x
Global Issues in Business & Mgmt	7BSP1340	x	x		x		x	x	x				x	x			x
Developing as a Senior Leader 1	7BSP1339	x	x	x		x	x	x	x			x	x		x		x
Project and Risk Management	7BSP1343	x		x	x	x	x		x	x				x	x		x
Developing as Senior Leader 2	7BSP1342	x	x	x		x	x	x	x			x	x	x			x
Financial Management	7003	x				x				x	x						x
Strategic Information Management	7004	x					x			x	x						x
Organisational Change	7010	x		x		x			x				x				x
Strategic Corporate Social Responsibility	7023	x		x	x	x			x				x	x			x
Integrated Work-Based Project	7BSP1294	x	x		x		x	x		x	x			x		x	x
Research Skills for Business & Management	7BSP1344							x	x								

PG Diploma Business and Organisational Strategy

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)															
		K & U				Intellectual				Practical				Transferable			
Module Title	Module Code	A1	A2	A3	A4	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4
Leading Strategy in Organisations	7BSP1341	x	x	x			x	x	x			x					x
Resource Planning in Organisations	7BSP1291	x		x		x	x		x		x		x	x	x		x
Global Issues in Business & Mgmt	7BSP1340	x	x		x		x	x	x				x	x			x
Developing as a Senior Leader 1	7BSP1339	x	x	x		x	x	x	x			x	x		x		x
Project and Risk Management	7BSP1343	x		x		x	x		x	x				x	x		x
Developing as Senior Leader 2	7BSP1342	x	x	x		x	x	x	x			x	x	x			x
Financial Management	7003	x				x				x	x						x
Strategic Information Management	7004	x					x			x	x						x
Organisational Change	7010	x		x		x			x				x				x
Strategic Corporate Social Responsibility	7023	x		x		x			x				x	x			x

PG Certificate Business and Organisational Strategy

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)															
		K & U				Intellectual				Practical				Transferable			
Module Title	Module Code	A1	A2	A3	A4	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4
Leading Strategy in Organisations	7BSP1341	x	x	x	x		x	x	x			x					x
Resource Planning in Organisations	7BSP1291	x		x		x	x		x		x		x	x	x		x
Developing as a Senior Leader 1	7BSP1339	x	x	x		x	x	x	x			x	x		x		x
Organisational Change	7010	x		x		x			x				x				x
Strategic Corporate Social Responsibility	7023	x		x		x			x				x	x			x

KEY TO PROGRAMME LEARNING OUTCOMES

Key to Programme Learning Outcomes

Knowledge and Understanding

- A1. Organisations, their internal and external context and how they are managed
- A2. Theories of leadership and strategy, their relationship to each other, and their influence on the organisation
- A3. Communications and the building of internal and external customer relationships
- A4. Current global issues in business and management: debates, issues and new insights affecting organisations

Intellectual Skills

- B1. Develop appropriate policies and strategies within a changing environment to solve problems, capitalize on opportunities, and address stakeholder interests
- B2. Research into business and management issues, acquire and analyze information, evaluate relevance and validity, synthesize a wide range of information
- B3. Integrate and evaluate new knowledge, including published research, and assess its relevance to addressing challenges in past experiences and new situations
- B4. Apply ethical and organizational values to situations and decision making

Practical Skills

- C1. Make effective use of ICT in research, analysis and the communication of findings and ideas
- C2. Use numeracy and quantitative skills in researching and analysing data, formulating solutions and re-evaluating theory
- C3. Demonstrate high personal effectiveness including critical self-awareness and self-reflection
- C4. Encourage and manage the creative process in others, showing sensitivity to diversity in people and different situations

Transferable Skills

- D1. Communicate complicated ideas clearly and effectively both orally and in writing
- D2. Work effectively in a team
- D3. Conduct a significant, independent, original research project
- D4. Use research and scholarship to inform and revise practice, including proposing initiatives to senior managers for enhanced work practices

Section 2

Programme management

Relevant QAA subject benchmarking statements

Type of programme

Date of validation/last periodic review

Date of production/ last revision of PS

Relevant to level/cohort

Administrative School

Business and Management 2015 – Type 2 General Masters degree

Taught Postgraduate

February 18

December 2017

Level 7 entering May 2018

Hertfordshire Business School

Table 3 Course structure

Course details					
Course code	Course description			JACS	
BSBOS	MSc Business and Organisational Strategy			N215	
Course Instances					
Instances code	Intake	Stream	Instances Year	Location:	Mode of study
BOS1P	A	MSc Business and Organisational Strategy:	1	UH Hatfield	Part-time
BOS2P	A	MSc Business and Organisational Strategy:	2	UH Hatfield	Part-time
BOS3P	A	MSc Business and Organisational Strategy:	3	UH Hatfield	Part-time
BOSB1P-1	B	MSc Business and Organisational Strategy:	1	UH Hatfield	Part-time
BOSB1P-2	B	MSc Business and Organisational Strategy:	1	UH Hatfield	Part-time
BOSB2P-1	B	MSc Business and Organisational Strategy:	2	UH Hatfield	Part-time
BOSB2P-2	B	MSc Business and Organisational Strategy:	2	UH Hatfield	Part-time
BOSB3P-1	B	MSc Business and Organisational Strategy:	3	UH Hatfield	Part-time
BOSSEP3P-1	A	MSc Business and Organisational Strategy:	3	UH Hatfield	Part-time
BOSSEP3P-2	A	MSc Business and Organisational Strategy:	3	UH Hatfield	Part-time
BOST1P	A	MSc Business and Organisational Strategy:	1	UH Hatfield	Part-time
BOSTC1P-2	B	MSc Business and Organisational Strategy:	1	UH Hatfield	Part-time
BOSTYB1P	C	MSc Business and Organisational Strategy:	1	UH Hatfield	Part-time

Course details					
Course code	Course description			JACS	
BSBOSPGD	PgDip Business and Organisational Strategy			N215	
Course Instances					
Instances code	Intake	Stream	Instances Year	Location:	Mode of study
BOSPGD1P	A	PgDip Business and Organisational Strategy:	1	UH Hatfield	Part-time
BOSPGDB1P	B	PgDip Business and Organisational Strategy:	1	UH Hatfield	Part-time

Course details					
Course code	Course description			JACS	
BSBOSPGC	PgCert Business and Organisational Strategy			N215	
Course Instances					
Instances code	Intake	Stream	Instances Year	Location:	Mode of study
BOSPGC1P	A/C	PgCert Business and Organisational Strategy:	1	UH Hatfield	Part-time
BOSPGCB1P	B	PgCert Business and Organisational Strategy:	1	UH Hatfield	Part-time