

Hertfordshire Business School

Title of Programme: MSc Management

Programme Code:

BSMGMT	MSc in Management
BSMGMTPGD	PG Diploma in Management
BSMGMTPGC	PG Certificate in Management

Programme Specification

This programme specification is relevant to students entering:
01 September 2019

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
27.2.18	Structure	Dissertation duration amended to AB from BC for Semester B entry route

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

Programme Specification MSc Management

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 Campus
Programme accredited by	Not applicable
Final Award (Qualification)	MSc, PG Dip & PG Cert
All Final Award titles (Qualification and Subject)	Management
FHEQ level of award	7
Language of Delivery	English

A. Programme Rationale

MSc Management is designed to meet the growing demands of business for graduates who possess rigorously developed personal as well as business skills. The programme is open to graduates of any discipline wishing to obtain a management qualification, to non- graduates with appropriate work experience and to those with an appropriate professional qualification.

The programme offers an attractive study and learning opportunity for both full-time and part-time students who want a sound generalist business master's degree designed to build on each individual's employment skills. It is available as an MSc, a Postgraduate Certificate and Postgraduate Diploma.

The programme's overriding objective is to develop individuals for employment in a management role and thus recognising and reinforcing the importance of a sound research education and training because of its growing importance in the global knowledge economy.

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 students with an intellectually challenging programme of study leading to a breadth of knowledge, understanding and skills which are greater than the sum of the individual modules.
- Give students a programme of study which develops and enhances their academic and practical skills, and generates a capacity for independent, conceptual and creative thinking, appropriate to the study of management at masters level;
- Develop in students the analytical and problem solving skills which will enable them to engage with, and apply, what is taught either to their workplace problems and issues or to a range of desk based real life scenarios;
- Develop students conceptual understanding of the issues and complexities of management in an international and global context so they may better apply and communicate management solutions to a range of business issues, problems and events;

- Give students the opportunity to evaluate relevant management theory and practice across a range of real life scenarios.

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- business organisations, management in a global context and the theory and research that underpin and link these</p> <p>A2- current issues, insights and practices which are recognised as appropriate to the study of organisations and their external environment</p> <p>A3- the generation and implementation of creative responses to internal tensions as well as environmental and global change</p>	<p>Acquisition of A1-3 is through a combination of (but is not limited to) lectures, seminars, tutorials and workshops, Blended Learning using StudyNet, together with a range of other learning and teaching approaches designed to engage students fully in the learning process.</p> <p>Knowledge and understanding is encouraged and communicated through the use of case studies, scenario building and setting business problems in a current contextual setting</p> <p>The choice of method will depend upon the nature and format of a specific module and the desired learning outcome.</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>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 through a combination of (although not limited to): time constrained assessments, presentations, debates, case studies, group work, portfolios, reports and essays and a management research project.</p>
Intellectual skills:	Teaching/learning methods & strategies	Assessment
<p>B1- Research and evaluate theories, paradigms, principles and concepts;</p>	<p>Intellectual skills are developed throughout the programme by the methods and strategies outlined in section A, above.</p>	<p>Intellectual skills are assessed B1 through B5 through a combination of (although not limited to):</p>

<p>B2- apply knowledge to the solution of practice & subject based structured and unstructured problems</p> <p>B3- analyse, evaluate and critique evidence through the interpretation of data and information;</p> <p>B4- develop reasoned arguments and challenge assumptions</p> <p>B5- self-evaluate and reflect on personal experience and managerial practice</p>	<p>Students apply their problem solving skills using the knowledge, technical and research skills which are being developed through the programme</p> <p>Throughout, the learner is encouraged to develop their intellectual skills by independent study and through the use of a range of research techniques.</p> <p>Regular individual and group presentations are used to critique progress and provide students with formative feedback</p>	<p>Time constrained assessments, presentations, case studies, group work, portfolios, reports and essays and a Masters project.</p>
<p>Practical skills:</p>	<p>Teaching/learning methods & strategies</p>	<p>Assessment</p>
<p>C1- apply quantitative skills for the analysis of business situations</p> <p>C2- gather relevant information through research and self-reflection to enable the production of reports, portfolios, presentations and solving structured and unstructured problems</p> <p>C3- make effective use of communication and information technology</p> <p>C4- plan, design and execute a sustained piece of research demonstrating appropriate research skills.</p>	<p>Practical skills are developed through a variety of teaching and learning methods including seminars, workshops, project work, group work, student presentations and case studies. The choice of method will depend upon the nature and format of a specific module and the desired learning outcomes.</p> <p>Preparing reports, solving problems, applying a range of different techniques to case studies, working cooperatively in learning sets, individually work and group work are all included across the programme to encourage a constructivist approach to learning.</p>	<p>Practical skills (in C1-C4) are assessed using a range of different methods as appropriate including: time constrained assessments, presentations (individual and group), group work, business reports, portfolios, reports, case studies, and essays.</p> <p>The practical skills are assessed by a range of assignments built into the curriculum as outlined at A and B above</p>
<p>Transferable skills:</p>	<p>Teaching/learning methods & strategies</p>	<p>Assessment</p>
<p>D1- communicate arguments, ideas and information effectively in writing and/or oral presentations</p> <p>D2- demonstrate individual and group skills across a variety of different business type situations</p> <p>D3- take responsibility for their own learning and professional development</p>	<p>Transferable skills are developed within the programme through a variety of teaching and learning methods, including seminars, workshops, project work, and group work, learning logs, student presentations, role play, computer applications and case studies. The choice of method will depend upon the nature and format of a specific module and the desired learning outcomes.</p> <p>Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and</p>	<p>Transferable skills D1, D2 and, D3 are assessed through a range of assignments built into the curriculum as above at A and B.</p>

completing a personal development plan.

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

The programme is offered in full time mode (1 year), part time mode (usually 2 years) and a more flexible mode of study, over 5 years, if this fits better with students' work commitments.

The programme leads to the award of PG Certificate in Management, PG Diploma in Management and an MSc Management depending on students' choice. Entry is normally with a good first degree, but it is also possible for those without a first degree, but who have appropriate management work experience to join the programme. Those who hold a Diploma in Management Studies or equivalent from a UK (or equivalent) University may also be given direct entry with advanced standing.

Research Methods Support

This programme includes a credit-bearing, taught Research Methods module for students as preparation for independent research. This is especially tailored for students on this programme of study, and engagement in it is essential and compulsory.

As an additional resource, students may also wish to draw on the School's general, online Postgraduate Online Research Methods course, non-assessed, available to further support their understanding.

Postgraduate Online Research Methods	7BSP1268	Non credit-bearing, additional optional resource
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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

Mode of study: Full-Time

Entry point: Semester A (September)

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Research Skills for Management	7BSP1249	15	English	0	70	30	A
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	A
The Management Environment	7BSP1248	15	English	0	100	0	A
Competing Through Marketing	7BSP1106	15	English	0	100	0	A
Managing People and Organisations	7BSP1247	15	English	0	100	0	B
Managing Strategy	7BSP0394	15	English	0	100	0	B
Project Management	7BSP1244	15	English	0	100	0	B
Option – see list below		15	English	0	100	0	B
Management Research Project or Dissertation	7BSP1246	60	English	0	100	0	BC

Students should select one Semester B option from the list below:

	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Optional Modules							
Module Titles							
Managing Information Systems	7BSP1358	15	English	0	100	0	B
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	B

Entry point: February entry (Semester B)

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Research Skills for Management	7BSP1249	15	English	0	100	0	B
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	B
The Management Environment	7BSP1248	15	English	0	100	0	B
Competing Through Marketing	7BSP1106	15	English	0	100	0	B
Managing People and Organisations	7BSP1247	15	English	0	100	0	A
Managing Strategy	7BSP0394	15	English	0	100	0	A
Project Management	7BSP1244	15	English	0	100	0	A
Option (see list below)		15	English	0	100	0	A
Management Research Project or Dissertation	7BSP1246	60	English	0	100	0	AB*

*Sem B entry students submit the dissertation at the end of their 'second' Semester B

Students should select one Semester A option from the list below:

	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Optional Modules							
Module Titles							
Managing Information Systems	7BSP1358	15	English	0	100	0	A
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	A

Mode of study MSc Part-time, Semester A entry [indicative pathway]*

Year 1

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
The Management Environment	7BSP1248	15	English	0	100	0	A
Research Skills for Management	7BSP1249	15	English	0	100	0	A
Managing Strategy	7BSP0394	15	English	0	100	0	B
Project Management	7BSP1244	15	English	0	100	0	B

Year 2

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	A
Managing People and Organisations	7BSP1247	15	English	0	100	0	A
Competing Through Marketing	7BSP1106	15	English	0	100	0	B
Option – see list below		15	English	0	100	0	B

Students should select one Semester B option from the list below:

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Optional Modules							
Module Title							
Managing Information Systems	7BSP1358	15	English	0	100	0	B
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	B

Year 3

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Management Research Project or Dissertation*	7BSP1246	60	English	0	100	0	BCA

*This pathway shows the modules available for this award. On the basis of 2 years of study students would complete two modules each semester finishing with the Management Research Project or Dissertation. Longer study modes are available and can be individually designed in discussion with the Programme Leader

Mode of study MSc Part-time, Semester B entry [indicative pathway]*

Year 1

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
The Management Environment	7BSP1248	15	English	0	100	0	B
Research Skills for Management	7BSP1249	15	English	0	100	0	B
Managing Strategy	7BSP0394	15	English	0	100	0	A
Project Management	7BSP1244	15	English	0	100	0	A

Year 2

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	B
Managing People and Organisations	7BSP1247	15	English	0	100	0	B
Competing Through Marketing	7BSP1106	15	English	0	100	0	A
Option – see list below		15	English	0	100	0	A

Students should select one Semester B option from the list below:

	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Optional Modules							
Module Titles							
Managing Information Systems	7BSP1358	15	English	0	100	0	A
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	A

Year 3

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Management Research Project or Dissertation**	7BSP1246	60	English	0	100	0	ABC

Mode of study: Full-time PG Diploma

Entry Point: Semester A (September)

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Research Skills for Management	7BSP1249	15	English	0	100	0	A
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	A
The Management Environment	7BSP1248	15	English	0	100	0	A
Competing Through Marketing	7BSP1106	15	English	0	100	0	A
Managing People and Organisations	7BSP1247	15	English	0	100	0	B
Managing Strategy	7BSP0394	15	English	0	100	0	B
Project Management	7BSP1244	15	English	0	100	0	B
Option – see list below		15	English	0	100	0	B

Students should select one Semester B option from the list below:

	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Optional Modules							
Module Titles							
Managing Information Systems	7BSP1358	15	English	0	100	0	B
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	B

PG Dip students would not take the Management Research Project or Dissertation which is shown above under the MSc Award, but can transfer to the Masters programme in liaison with their Programme Leader.

Mode of study Full-time PG Dip

Entry Point: Semester B (February)

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Research Skills for Management	7BSP1249	15	English	0	100	0	B
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	B
The Management Environment	7BSP1248	15	English	0	100	0	B
Competing Through Marketing	7BSP1106	15	English	0	100	0	B
Managing People and Organisations	7BSP1247	15	English	0	100	0	A
Managing Strategy	7BSP0394	15	English	0	100	0	A
Project Management	7BSP1244	15	English	0	100	0	A
Option (see list below)		15	English	0	100	0	A

Students should select one Semester A option from the list below:

Optional Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Managing Information Systems	7BSP1358	15	English	0	100	0	A
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	A

PG Dip students would not take the Management Research Project or Dissertation which is shown above under the MSc Award, but can transfer to the Masters programme in liaison with their Programme Leader.

Mode of study Part-time PG Dip

Semester A entry [indicative pathway]

Year 1 PG Dip

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
The Management Environment	7BSP1248	15	English	0	100	0	A
Research Skills for Management	7BSP1249	15	English	0	100	0	A
Managing Strategy	7BSP0394	15	English	0	100	0	B
Project Management	7BSP1244	15	English	0	100	0	B

Year 2 PG Dip

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	A
Managing People and Organisations	7BSP1247	15	English	0	100	0	A
Competing Through Marketing	7BSP1106	15	English	0	100	0	B
Option – see list below		15	English	0	100	0	B

Students should select one Semester B option from the list below:

Optional Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Managing Information Systems	7BSP1358	15	English	0	100	0	B
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	B

PG Dip students would not take the Management Research Project or Dissertation which is shown above under the MSc Award, but can transfer to the Masters programme in liaison with their Programme Leader

Mode of study Part-time PG Dip

Semester B entry [indicative pathway]*

Year 1 PG Dip

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
The Management Environment	7BSP1248	15	English	0	100	0	B
Research Skills for Management	7BSP1249	15	English	0	100	0	B
Managing Strategy	7BSP0394	15	English	0	100	0	A
Project Management	7BSP1244	15	English	0	100	0	A

Year 2 PG Dip

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	B
Managing People and Organisations	7BSP1247	15	English	0	100	0	B
Competing Through Marketing	7BSP1106	15	English	0	100	0	A
Option – see list below		15	English	0	100	0	A

Students should select one Semester A option from the list below:

	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Optional Modules							
Module Titles							
Managing Information Systems	7BSP1358	15	English	0	100	0	A
Intrapreneurship & Enterprise	7BSP1090	15	English	0	100	0	A

Mode of study Full-time PG Cert

Entry point September (Semester A)

Select 60 credits (four modules) from the following:

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Research Skills for Management	7BSP1249	15	English	0	100	0	A
Project Management	7BSP1244	15	English	0	100	0	A
The Management Environment	7BSP1248	15	English	0	100	0	A
Competing Through Marketing	7BSP1106	15	English	0	100	0	A
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	A
Managing Strategy	7BSP0394	15	English	0	100	0	A
Managing People and Organisations	7BSP1247	15	English	0	100	0	A

PG Cert students would not take the Management Research Project or Dissertation which is shown above under the MSc Award, but can transfer to the Masters programme in liaison with their Programme Leader

Mode of study Full-time PG Cert

Entry point February entry (Semester B)

Select 60 credits (four modules) from the following:

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Research Skills for Management	7BSP1249	15	English	0	100	0	B
Project Management	7BSP1244	15	English	0	100	0	B
The Management Environment	7BSP1248	15	English	0	100	0	B
Competing Through Marketing	7BSP1106	15	English	0	100	0	B
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	B
Managing Strategy	7BSP0394	15	English	0	100	0	B
Managing People and Organisations	7BSP1247	15	English	0	100	0	B

PG Cert students would not take the Management Research Project or Dissertation which is shown above under the MSc Award, but can transfer to the Masters programme in liaison with their Programme Leader

Mode of study Part-time PG Cert

Semester A & B entry

Select 30 credits (two modules) from the following:

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Title							
Research Skills for Management	7BSP1249	15	English	0	100	0	A or B
Project Management	7BSP1244	15	English	0	100	0	A or B
The Management Environment	7BSP1248	15	English	0	100	0	A or B
Competing Through Marketing	7BSP1106	15	English	0	100	0	A or B
Accounting and Finance in the Organisation	7BSP0389	15	English	0	100	0	A or B
Managing Strategy	7BSP0394	15	English	0	100	0	A or B
Managing People and Organisations	7BSP1247	15	English	0	100	0	A or B
Research Skills for Management	7BSP1249	15	English	0	100	0	A or B

PG Cert students would not take the Management Research Project or Dissertation which is shown above under the MSc Award, but can transfer to the Masters programme in liaison with their Programme Leader

The award of MSc Management requires 180 credit points passed at level 7 including the 60 credit Management Research Project

The Management Research Project or Dissertation cannot be included for the award of a Postgraduate Certificate (60 credits) or a Postgraduate Diploma (120 credits).

The award of a Postgraduate Certificate Management Studies requires *any* 60 credit points (excluding the Management Research Project or Dissertation).

The award of a Postgraduate Diploma Management Studies requires *all* 120 credits from the taught modules (excluding the Management Research Project or Dissertation).

Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
Masters	Management	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Postgraduate Diploma	Management	120 credit points, including at least 90 at level 7	2, 3 Semesters	A1, A2, , B1, B2, B4, B5, C1, C2, C3, , D1, D2, D3
Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Certificate		60 credit points, including at least 45 at level 7	1-2 Semesters	See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm

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](#) and [UPR AS14](#)).

E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:

- The Dean of the Business School
- The Head of Department
- The Director of Postgraduate Programmes who is responsible for all taught post graduate programmes in the Business School
- The Programme Leader who is responsible for the day to day management of the programme, including admissions
- The Programme Administrator who is responsible for the day to day administration of the programme
- Module Leaders who are responsible for individual modules
- The Programme Committee which consists of representatives for students and staff

Support

Students are supported by:

- A Programme Leader
- Hertfordshire Business School Information Point
- Hertfordshire Business School Academic Skills Unit
- Learning sets on selected modules which facilitate peer learning and formative feedback
- Student representative on programme committee
- A designated Programme administrator
- An Induction week at the beginning of the academic session
- Overseas Orientation
- StudyNet, a versatile on-line interactive intranet and learning environment
- Access to extensive digital and printed collection of information sources
- An attractive modern study environment in two Learning Resource Centres
- A Students' Centre that provides advice on finance, University legal matters etc.
- Office of the Dean of Students incorporating chaplaincy, counselling and nursery facilities
- Medical centre
- University disability advisors
- The Equal Opportunities Officer
- The Student's Union
- A Careers and Placements Service

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 Guide for each constituent module.

The [Ask Herts](#) website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

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.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: <https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>. Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF panel's report and conclusions can be accessed at: <https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#/provider/10007147>

G. Entry requirements

The normal entry requirements for the programme are:

- An honours degree from a UK university of at least 2:2 classification from any discipline or;
- The equivalent of the above from a recognised University overseas or;
- A degree equivalent professional qualification or;
- Equivalent qualifications to be assessed by the Programme Leader and Admissions Tutor
- Non-graduates with a minimum of 5 years of appropriate Management experience, able to provide evidence of training and development as part of their work based progress to date..

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.

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: Mary Simpson, Programme Leader (M.A.Simpson@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 Management

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)														
		Knowledge & Understanding			Intellectual Skills					Practical Skills				Transferable Skills		
Module Title	Module Code	A1	A2	A3	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3
Research Skills for Management	7BSP1249		x	x	x	x	x	x	x		x			x		x
The Management Environment	7BSP1248	x	x		x	x			x		x			x	x	x
Project Management	7BSP1244				x	x	x	x		x	x	x				
Competing Through Marketing	7BSP1106			x	x	x	x		x	x	x			x		x
Accounting & Finance in the Organisation	7BSP0389					x	x			x						x
Managing Strategy	7BSP0394	x	x	x	x	x	x	x			x	x		x		x
Managing People and Organisations	7BSP1247				x	x			x		x			x		x
OPTIONS																
Intrapreneurship and Enterprise	7BSP1090				x	x	x				x			x		x
Managing Information Systems	7BSP1358				x	x		x	x		x	x				x
Management Research Project or Dissertation	7BSP1246	x	x		x	x	x		x	x	x	x	x	x		x

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

- A1. business organisations, management in a global context and the theory and research that underpin and link these.
- A2. current issues, insights and practices which are recognised as appropriate to the study of organisations and their external environment.
- A3. the generation and implementation of creative responses to internal tensions as well as environmental and global change.

Intellectual Skills

- B1. research and evaluate theories, paradigms, principles and concepts;
- B2. apply knowledge to the solution of practice & subject based structured and unstructured problems;
- B3. analyse, evaluate and critique evidence through the interpretation of data and information;
- B4. develop reasoned arguments and challenge assumptions;
- B5. self-evaluate and reflect on personal experience and managerial practice

Practical Skills

- C1. apply quantitative skills for the analysis of business situations.
- C2. gather relevant information through research and self-reflection to enable the production of reports, portfolios, presentations and solving structured and unstructured problems.
- C3. make effective use of communication and information technology;
- C4. plan, design and execute a sustained piece of research demonstrating appropriate research skills.

Transferable Skills

- D1. communicate arguments, ideas and information effectively in writing and/or oral presentations;
- D2. demonstrate individual and group skills across a variety of different business type situations;
- D3. take responsibility for their own learning and professional development

Section 2

Programme management

Relevant QAA subject benchmarking statements	Business and Management (2015)
Type of programme	Taught Postgraduate
Date of validation/last periodic review	January 14
Date of production/ last revision of PS	March 19
Relevant to level/cohort	Level 7 entering September 2019 & January 2020
Administrative School	Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	JACS/HECOS
BSMGMT	MSc Management	N200 100089/100088

Course details		
Course code	Course description	JACS/HECOS
BSMGMPGD	PgDip Management	N200 100089/100088

Course details		
Course code	Course description	JACS/HECOS
BSMGMPGC	PgCert Management	N200 100089/100088