

Programme Specification amendment notification

Title of Programme: MSc Business and Organisational Strategy

Programme Code: BSBOS

For Collaborative: Choose an item. at <insert partner name>

As a result of the ongoing Coronavirus pandemic, the University has been required to make some revisions to this programme for the 2020/21 academic session, affecting sections C and/or D of this Programme Specification. These amendments are as follows:

Section	Amendment
<i>Table 1a</i>	<i>7BSP1291 – Amended to 100% cwk.</i>
<i>Table 2</i>	<i>n/a</i>

Deputy Associate Dean of School (Academic Quality Assurance): **Dr. Michaela Cottee**

Signature



Hertfordshire Business School

Title of Programme:

MSc Business and Organisational Strategy
PG Diploma Business and Organisational Strategy
PG Certificate Business and Organisational Strategy

Programme Code: BSBOS

Programme Specification

This programme specification is relevant to students entering:
01 May 2020

Associate Dean of School (Academic Quality Assurance):
Veronica Earle

Signature 

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)', on the payment of a fee, and the opportunity to apply for CMI Chartered Manager Status, 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
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	<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
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	<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 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</p>	<p>Intellectual skills are assessed through a combination of in-course assessments set out in A, above. Research in particular is assessed through 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 Apprenticeship</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>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>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>
Practical skills:	Teaching/learning methods & strategies	Assessment
<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>
Transferable skills:	Teaching/learning methods & strategies	Assessment
<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, subject to CMI's fees. On completion of the course, Apprentices 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

Mode of study Part-time

Entry point Semester C

Year 1

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Responsible Change Management	7BSP1373	15	English	0	100	0	C
Developing as a Senior Leader 1	7BSP1339	15	English	0	100	0	AB
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 Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Project and Risk Management	7BSP1343	15	English	0	70	30	A
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	AB
Performance Management and Systems	7BSP1374	15	English	0	100	0	B
Applied Research Skills	7BSP1377	15	English	0	100	0	B
Senior Leader Work-Based Project	7BSP1378	45	English	0	100	0	C

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

Mode of study Part-time
Entry Point Semester A

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	AB
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
Responsible Change Management	7BSP1373	15	English	0	100	0	C

Year 2

Compulsory Modules

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Project and Risk Management	7BSP1343	15	English	0	70	30	A
Developing as a Senior Leader 2	7BSP1342	15	English	0	70	30	AB
Performance Management and Systems	7BSP1374	15	English	0	100	0	B
Applied Research Skills	7BSP1377	15	English	0	100	0	B
Senior Leader Work-Based Project	7BSP1378	45	English	0	100	0	C

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)
Masters	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
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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](#)) with the exception of those listed below, which have been specifically approved by the University:

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
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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:

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

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:
Dr. Kevin Flinn (k.flinn@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
Senior Leader Work-Based Project	7BSP1378	x	x		x		x	x		x	x			x		x	x
Applied Research Skills	7BSP1377							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

March 2020

Level 7 entering May 2020

Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSBOS	MSc Business and Organisational Strategy	100078 (50%) 100810 (50%)

Course details		
Course code	Course description	HECOS
BSBOSPGD	PgDip Business and Organisational Strategy	100078 (50%) 100810 (50%)

Course details		
Course code	Course description	HECOS
BSBOSPGC	PgCert Business and Organisational Strategy	100078 (50%) 100810 (50%)