

MSc Entrepreneurship (Leadership)/(Financing)/(Creative Industries) (full-time)
For students entering in 2017/8

Awarding Institution:	University of Reading
Teaching Institution:	University of Reading
Relevant QAA subject Benchmarking group(s):	Business & Management
Faculty:	Henley Business School at Univ of Reading
Programme length:	12 months
Date of specification:	29/Jan/2018
Programme Director:	
Programme Advisor:	
Board of Studies:	HBS Pre Exp BOS
Accreditation:	

Summary of programme aims

The overall objective of the programme is to equip graduates from a range of subject backgrounds with the entrepreneurial mind-set and capabilities to take effective decisions and actions as they embark on a career as an entrepreneur or manager within entrepreneurial and/or creative firms.

The specialist pathways of 'leadership', 'financing' or 'creative industries' within the programme allow students to tailor their learning to particular entrepreneurial contexts, and signal their expertise to potential future employers or investors.

Students are expected to arrive without any significant work experience, although many might have familiarity with a business organisation.

Students arriving with business experience may still benefit from the opportunity to develop new or extend existing capabilities and/or change their career direction.

The programme has a strong conceptual and theoretical foundation in Henley's leadership in 'market-making' and experiential/action-learning as the basis for putting 'theory into practice'.

Practice applications are provided through a variety of methods including case studies, entrepreneurship and business simulations, and developing empathy through observing and working closely with entrepreneurs.

The MMM075 Entrepreneurship Project module provides students with a capstone that provides an integrated learning experience achieved through working with start-up entrepreneurs, or entrepreneurs re-designing their ventures, in a collaborative consultancy situation, over a six week period to the end of July.

Preparation for this project involves becoming familiar with and developing empathy for entrepreneurs and their challenges through observation at Henley SME events, visiting a start-up incubator to assist entrepreneurs during Spring term and from intense study alongside entrepreneurs during a short programme immediately after the examination period (this will probably be to Poland) under the supervision of entrepreneurship coaches.

Transferable skills

Graduates will have developed an international and multicultural perspective on business and will have also developed the managerial, professional and ethical skills required to become an effective global citizen in an international organisation.

Graduates will therefore demonstrate a range of cognitive, personal and intellectual skills and techniques specific to entrepreneurship.

They should be aware of cultural differences and the different approaches of a range of international students and be able to make adaptations to their natural styles to overcome difficulties. They will therefore need to develop and demonstrate relevant personal and interpersonal skills.

This programme is recognised by Climate-KIC, an EU education programme. Demonstration of the above transferable skills may enable students to be accepted onto the Climate-KIC summer school 'Journey' programme where master's students from across Europe come together to develop climate-change mitigation start-ups.

Programme content

COMPULSORY (for all pathways)

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>	<i>Term</i>
MMM074	Advances in Entrepreneurship Theory and Practice	20	7	A, Sp, Su
MMM075	Entrepreneurship Project* (see explanation in progression requirements)	40	7	A, Sp, Su

MMM070	Study Skills	0	7	A, Sp
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Pathways of 60 credits

Leadership Pathway (core modules)

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>	<i>Term</i>
MMM001	International Strategic Management	20	7	A
MMM123	New Venture Start-Up	20	7	A, Sp
MMM128	Entrepreneurial Leadership	20	7	Sp

Leadership Pathway (optional modules).

PLUS 60 credits of optional modules to be selected from a range of electives available within Henley Business School.

Financing Pathway (core modules)

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>	<i>Term</i>
MMM094	Financing for Entrepreneurship	20	7	A
MMM042	Entrepreneurship and Small Business Management	20	7	Sp
ICM252	Strategic Planning and Budgeting	10	7	Sp
ICM263	Venture Capital	10	7	Sp

Financing Pathway (optional modules)

PLUS 60 credits of optional modules to be selected from a range of electives available within Henley Business School.

Creative Industries Pathway (Core modules)

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>	<i>Term</i>
MMM110	Entrepreneurial Management for Creative Artists	20	7	A
MMM087	Management in Creative and Cultural Organisations	20	7	Sp
LWMTCC	Intellectual Property; Copyright and Designs	10	7	A
MMM094A	Financing for Creative Entrepreneurship	10	7	A

Creative Enterprise Pathway (optional modules)

PLUS 60 credits of optional modules to be selected from a range of electives available within Henley Business School, Law, Art or Film, Theatre and TV.

Optional Modules

Leadership pathway module options-60 credits of optional modules to be selected from a range of electives available within Henley Business School.

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>
INMR92	Business Service Design or MMM087	20	7
MMM031	Financial Management	20	7
MMM034	Corporate Social Responsibility	20	7
MMM038	Practice of Entrepreneurship	20	7
MMM042	Entrepreneurship & Small Business Management	20	7
MMM043	Principles of Marketing	20	7
MMM087	Management in Creative and Cultural Organisations or INMR92	20	7
MMM094	Financing for Entrepreneurship	20	7
MMM105	Business and Economic Development in Resource Rich Countries	20	7
MMM122	Principles of HRM	20	7
MMM131	Business Clusters	20	7

Financing pathway module options-60 credits of optional modules to be selected from a range of electives available within Henley Business School.

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>
ICM270	Corporate Governance and Accountability	20	7
INMR92	Business Service Design or MMM087	20	7
MMM001	International Strategic Management	20	7
MMM031	Financial Management	20	7
MMM038	Practice of Entrepreneurship	20	7
MMM043	Principles of Marketing	20	7
MMM060	Global Entrepreneurial Management or MMM128	20	7
MMM105	Business and Economic Development in Resource Rich Countries	20	7
MMM122	Principles of HRM	20	7
MMM123	New Venture Startup or MMM060	20	7
MMM131	Business Clusters	20	7

Creative Industries pathway module options- 60 credits of optional modules to be selected from a range of electives available within Henley Business School, Law, Art or Film, Theatre and TV.

****When selecting a 10 credit module ensure that 2*10 (=20 credits) modules are selected.**

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>
LWMTII	International and Comparative Intellectual Property Law**	10	7
LWMTTT	Intellectual Property: Patents and Trademarks**	10	7
LWMTWB	Internet Law**	10	7
MMM001	International Strategic Management	20	7
MMM034	Corporate Social Responsibility	20	7
MMM038	Practive of Entrepreneurship	20	7
MMM042	Entrepreneurship and Small Business Management	20	7
MMM077	Digital Marketing	20	7
MMM122	Principles of HRM	20	7
MMM131	Business Clusters	20	7

N.B. The above Option Modules are not guaranteed to run if the number of enrolments is below 20.

Part-time or modular arrangements

Progression requirements

Assessment by examination of taught modules in April/ May; re-sit of failed modules is in August/ September; submit Entrepreneurship Project by mid-August (date varies), or one month thereafter if there are re-sits.

The Entrepreneurship Project re-sit requires a new and different report for the same project.

*For the purposes of degree classification, the Entrepreneurship Project (MMM075) is considered to be the equivalent of a dissertation. For the award of a degree this module must achieve a Pass (which may also be achieved in a resit).

Students wishing to proceed to a higher degree by research should normally have obtained an average of 60% in the modules and at least 60% in the Entrepreneurship Project (MMM075).

Summary of Teaching and Assessment

Teaching is organised in modules. The method of delivery varies among modules, especially in terms of the proportions of time allocated to lectures, seminars and case studies. All modules are part-assessed via coursework. Final assessment normally involves a written examination and also incorporates coursework marks.

Mark Interpretation:

70-100% Distinction;

60-69% Merit;

50-59% Good standard (Pass);

Failing categories 40-49% Work below the threshold standard;

0-39% Unsatisfactory work.

For Master's Degrees;

To qualify for Distinction, students must gain an overall average of 70 or more over 180 credits and a mark of 60 or more for the Entrepreneurship Project (MMM075), and must not have any mark below 40.

To qualify for Merit, students must gain an overall average of 60 or more over 180 credits and a mark of 50 or more for the Entrepreneurship Project (MMM075), and must not have any mark below 40.

To qualify for Pass, students must gain an overall average of 50 or more over 180 credits and a mark of 50 or more for the Entrepreneurship Project (MMM075). In addition, the total credit value of all modules marked below 40 must not exceed 30 credits and of all modules marked below 50 must not exceed 55 credits.

For PG Diplomas;

To pass the Postgraduate Diploma students must gain an average mark of 50 or more. In addition the total credit value of all modules marked below 40 must not exceed 30 credits and for all modules marked below 50 must not exceed 55 credits.

For PG Certificates;

To pass the Postgraduate Certificate students must gain an average mark of 50 or more. In addition the total credit value of all modules marked below 40 must not exceed 10 credits.

Admission requirements

Entrants to this programme are normally required to have obtained a first degree which is the equivalent to a British university upper second class honours degree. Degrees can be in any discipline but applicants must demonstrate a satisfactory level of numeracy. For applicants whose first language is not English, proof of proficiency is required.

The final project is a consultancy project which requires verbal and non-verbal interaction with the entrepreneurs who host the student teams. Strong levels of spoken English are needed. Applicants with the

equivalent of a British high lower second class honours degree but with experience of entrepreneurship or SME management are also encouraged to apply.

Admissions Tutor: Programme Director will have responsibility for admissions

Support for students and their learning

University support for students and their learning falls into two categories. Learning support is provided by a wide array of services across the University, including: the University Library, In-sessional English Support Programme, the Study Advice and Mathematics Support teams and IT Services. There are language laboratory facilities both for those students studying on a language degree and for those taking modules offered by the Institution-wide Language Programme. Student guidance and welfare support is provided by Personal Tutors, School Senior Tutors, the Students' Union, the Medical Practice and the Support Centres. If a student has a general enquiry and is unsure where to seek help, they should visit their Support Centre. There are five Support Centres across the University, including one based at the London Road Campus. The Support Centre will be able to advise on matters such as extenuating circumstances, module selection, suspensions, withdrawals, timetable queries and transferring programme. The Support Centre will also be able to signpost students to Carrington building where other University services related to disability, financial support, counselling and wellbeing, accommodation and careers can be found. More information on what student services are available can be found here: <http://student.reading.ac.uk/essentials>.

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Student guidance and welfare support is provided by Personal Tutors, School Senior Tutors, the Students' Union, the Medical Practice and advisers in the Student Services Centre. The Student Services Centre is housed in the Carrington Building and offers advice on accommodation, careers, disability, finance, and wellbeing, academic issues (e.g. problems with module selection) and exam related queries. Students can get key information and guidance from the team of Helpdesk Advisers, or make an appointment with a specialist adviser; Student Services also offer drop-in sessions and runs workshops and seminars on a range of topics. For more information see: www.reading.ac.uk/student

Career prospects

Students who follow this programme will be expected to develop entrepreneurial careers, whether pursuing start-up opportunities, or in taking leading managerial roles in entrepreneurial firms.

The programme will enable the development of a pro-active mind-set and professional capabilities that employers value.

Opportunities for study abroad or for placements

There are currently no opportunities for studying abroad for a credit-bearing module within this programme. However, a short consultancy practice study visit (usually to Poland) to work with start-up entrepreneurs and coaches is scheduled within the Entrepreneurship Project (MMM075 module). This is an optional workshop of 3-4 days and students are required to pay for their travel and subsistence costs, although there is no additional tuition fee.

Programme Outcomes

The programme forms part of a wider portfolio of postgraduate education at Henley Business School.

It conforms to the requirements of the accreditation agency, Association to Advance Collegiate Schools of Business (AACSB) which requires Business Schools to provide evidence of Assurance of Learning (AoL) for each of their programmes.

In this programme, the 4 Learning Goals below (LGs) each have a subset of 3-5 Learning Objectives (LOs).

For each LO, a 'core' module assessment has been identified as the mechanism by which 'Assurance of Learning' for the specific LO is evidenced (if passed).

A variety of assessment evidence ensures that the overall LGs are achieved by students upon completion of the programme.

The programme Learning Goals are as follows:

Academic business knowledge and analytical skills: Graduates will have developed the academic knowledge and the analytical and managerial skills needed to develop their own performance which can enhance organisational venturing and growth outcomes.

International perspective: The cohort is international with opportunities for cultural and business exchange. Graduates will have developed an international and multicultural perspective on business and will have also developed the managerial, professional and ethical skills required to become an effective global citizen for a career in an international organisation.

Personal development: Graduates will have developed the personal skills to enable them to better understand themselves and develop positive relationships with colleagues. They will be equipped to take on responsibilities within an organisation, and will also be able to confidently express themselves and their understanding of new ideas and practices within a variety of settings.

Awareness of business practice: Graduates will develop a practical understanding of business that enables them to develop their potential, enhance their employability, and become a great professional.

Knowledge and Understanding

A. Knowledge and understanding of:

- 1.The entrepreneurial process of taking a new business idea through the stages of a start-up venture.
- 2.Canonical theories of entrepreneurship and entrepreneurial firms.
- 3.Most recent developments in academic theoretical and practitioner research in entrepreneurship.
4. Current thinking relating to entrepreneurial growth strategies.
- 5.The consultancy process to assist aspiring entrepreneurs.

Teaching/learning methods and strategies

1-5. Formal lectures, guest lectures and consultancy practice situations from invited entrepreneurs or alongside entrepreneurs in consultancy situations, discussions, individual and group presentation, group exercises, case studies, guided readings, and guidance on key sources of reference material. Consultancy has theoretical foundation with practical application in collaboration with entrepreneurs. Feedback and guidance are important elements in formative assessment and complement an emphasis on self-study. Supported by Blackboard VLE.

Assessment

Unseen examinations and coursework consisting of long essays, reports, seminar presentations, project-work (group and individual).

Skills and other attributes

B. Intellectual skills - able to:

1. Think critically and be creative: manage the creative processes in self and others; organise thoughts, analyse, synthesise and critically appraise.
2. Solve complex problems and make decisions: establish criteria, using appropriate decision-making techniques including identifying, formulating and solving business problems; and the ability to create, identify and evaluate options; the ability to implement and review decisions.
3. Conduct research into entrepreneurship and management issues either individually or as part of a team through research design, data collection, analysis, synthesis and reporting
4. Use information and knowledge effectively:

Teaching/learning methods and strategies

Students are frequently challenged in all teaching situations to complete logical arguments analyse problems and alternative entrepreneurial strategies. Long essays, reports, debate, group work, and presentations provide the principal vehicle for developing intellectual skills.

Assessment

Unseen examinations and coursework, case study analysis and project.

scanning and organising data, synthesising and analysing in order to abstract meaning from information

C. Practical skills - able to:

1. Evaluate current theoretical and empirical research in the field of study
2. Evaluate the context for entrepreneurial decision making
3. Use information and knowledge effectively: scanning and organising data, synthesising and analysing in order to abstract meaning from information and to share knowledge
4. Consultancy interaction skills for assisting entrepreneurs.

D. Transferable skills - able to:

1. Effective use of ICT
2. Effective two-way communication: listening, effective oral and written communication of complex ideas and arguments, using a range of media
3. High personal effectiveness: critical self-awareness, self-reflection and self-management; time management; sensitivity to diversity in people and different situations and the ability to continue to learn through reflection on practice and experience
4. Effective performance within team environments and the ability to recognise and utilise individuals' contributions in group processes, overcome difficulties, and to negotiate and persuade or influence others; team selection, delegation, development and management
5. Leadership and performance management, applying ethical and organisational values to situations and choices.

Teaching/learning methods and strategies

Students are required to undertake and understand a wide range of reading, both of specific references and through researching their own sources of information. Discussion in lectures and seminars emphasises the use of statistical and empirical evidence and the strengths and weaknesses of alternative theories, methodologies and entrepreneurship practices.

Assessment

Unseen examinations and coursework, case study analysis and project.

Teaching/learning methods and strategies

Communication, self-awareness, leadership and teamwork are all central to the entrepreneurial process and incorporated within the core module Practice of Entrepreneurship. Additionally the live case study, Entrepreneurial Management for Food Scientists augments such transferable skills.

Assessment

Assessment of transferable skills is incorporated at several points in the programme, notably in New Venture Start-up and Entrepreneurship Project.

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in the module description and in the programme handbook. The University reserves the right to modify this specification in unforeseen circumstances, or where the process of academic development and feedback from students, quality assurance processes or external sources, such as professional bodies, requires a change to be made. In such circumstances, a revised specification will be issued.

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