

MSc Management (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 and Management
Faculty:	Henley Business School at Univ of Reading
Programme length:	12 months
Date of specification:	19/Dec/2017
Programme Director:	
Programme Advisor:	
Board of Studies:	HBS Pre Exp BOS
Accreditation:	KIC Climate Label is endorsing this programme

Summary of programme aims

The programme aims to provide a thorough postgraduate education in the field of management for students who do not necessarily have a first degree in business or management studies. The programme is distinctive specialisation in contemporary management studies. Its distinctive character and positioning emphasizes three aspects of contemporary management: (1) an emphasis on responsible and ethical management, with environmental and social responsibility and sustainability as its broader key learning philosophy, (2) an emphasis on international commerce and related aspects of management, and (3) an interest in diverse and inclusive institutions and related management skills. Students will also have the opportunity deepen their global perspective, by studying in different international learning environments during the course of the programme.

Students will develop an understanding of how firms and broader institutions in the economy can be positive agents for societal and global prosperity, supporting the United Nations Global Compact goals. This enables students to learn across diverse modules the competing pressures facing managers: from different institutions; from internal firm and shareholder demands and from broader public and societal interest; from distinct stakeholder groups; from and across diverse cultures and traditions and from multiple local social contexts. The programme explores the complexities of responsible firm governance and the central influence of business managers in 21st century-capitalism. Students will develop a deep understanding of the critical importance of human agents (executive, stakeholder, employee, customer and citizen) and examine the relationship between the human agent and functional aspects (strategy, financial management, marketing, entrepreneurship) of firms.

Core modules provide a critical understanding of contemporary strategic management, international ethics or international corporate responsibility, financial management, organisational behaviour and its philosophical and sociological basis, and marketing. In addition, the ethical dimension of managing organisations with responsiveness to changing social values, is a core theme. Students will be encouraged to critically evaluate existing theories, models and practices and to assess real-life situations and challenges. The programme combines intellectual rigour with a strong focus on current management practice, incorporating real cases studies, applied project work and an extended study visit overseas, working with a partnering University.

Transferable skills

The programme requires a substantial amount of independent reading, research and study, and students are expected to take personal responsibility and show initiative in developing their knowledge and understanding of the field of study. In following this programme students will also have the opportunity to enhance and develop their skills relating to communication (oral and written), presentations, information handling, problem solving, team-working, and the use of information technology. Students will be expected to excel in the courses and display evidence of integrative learning in the two summer term modules of special significance. They will be encouraged to think along the key programme philosophy and its values. Students will learn to work independently and collaboratively, and will be able through this work to develop their cognitive complexity, their capacity to debate and learn from diverse perspectives, their capacity to work effectively under time pressures. They will learn project management skills relevant to setting priorities and managing their time in order to meet strict deadlines. The programme requires students to work in culturally diverse teams, and to apply their learning in different international contexts.

Graduates will have developed an international and multicultural perspective on business management 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 management appropriate for both businesses and broader organisations in the economy.

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 Modules

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>
MMM001	International Strategic Management	20	7
MMM031	Financial Management	20	7
MMM043	Principles of Marketing	20	7
MMM048	Managing People and Organisations	20	7
MMM070	Study and research skills (non-credit bearing)	0	7
MMM126	Applied Management Project	30	7
MMM127	International Study Challenge	10	7

Either:

MMM034	Corporate Social Responsibility	20	7
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Or:

MMM066	Ethics in International Management	20	7
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Optional Modules (2 to be chosen from the list below)*

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>
INMR89	Big Data in Business	20	7
MMM006	Global Marketing Management	20	7
MMM020	Leadership Theory and Practice	20	7
MMM027	Designing Organisations	20	7
MMM042	Small Business Management and Entrepreneurship	20	7
MMM071	International Business Environment	20	7
MMM087	Management in Creative and Cultural Organisations	20	7
MMM105	Business and Economic Development in Resource Rich Countries	20	7
MMM121	Understanding Emerging Markets	20	7
MMM131	Business Clusters	20	7

* List of optional modules may be subject to change. Further optional modules may be available at the discretion of the Programme Director.

Part-time or modular arrangements

Progression requirements

Assessment of taught modules will take place by May/June. Students will have the opportunity to re-sit any failed modules in late August or early September. The business project must be submitted by early September (or a month thereafter if there are re-sits).

Students wishing to proceed to a higher degree by research should normally have obtained an average of at least 60% across all modules, and at least 60% in the Management Business Project and in the International Study Challenge. These two are modules of special significance in the degree.

Summary of Teaching and Assessment

During the Autumn and Spring Terms teaching is organised in 20 credit modules, whereby each 'credit' represents 10 hours of student effort. The delivery of material varies between lectures, tutorials and seminars, although students can typically expect to receive 20-30 hours of classroom teaching per module. The remaining study-time for each module will include group work, independent study and preparation for assessments. All modules involve coursework, which takes a variety of forms reflecting the aims of the module. Further detail on how each module is assessed can be found within the module descriptors.

The Summer Term project constitutes a learning space with one 'capstone' module of special significance, which allows students to integrate and apply the knowledge they have acquired from across the programme to a real world business problem. This is the international study challenge (MMM027). It serves as a final tacit capstone module for the Master's in Management programme. It aims to expose students in a holistic institutional context

abroad where educational, industry, international, legal and other local context (government / non-governmental and civil society) institutions create the overall context and culture that needs to be taken into account when 'doing business'. Students are expected to draw on knowledge and experience gained across the programme, and to reflect on how this may be useful when immersed in a different institutional context. Also students are encouraged via this module to reflect on how the theoretical content taught in the programme may need to be adapted or modified appropriately to the economic, social, cultural, political, and legal institutional contexts and opportunities/potentialities of a given geographical context.

Also, in the summer term the international management project (MMM126) is a module of special significance. It aims to develop transferable skills linking students and the industry, where students learn to apply learning that they acquired in the Spring and Autumn terms and which has been extended and integrated during the international study challenge earlier in the summer term.

All students will be allocated a personal project supervisor to guide them in this task. Research training is also provided in the form of the 'study and research skills' module which all students are expected to take.

Classification

The University's taught postgraduate marks classification is as follows:

Mark Interpretation

70-100% Distinction

60-69% Merit

50-59% Good Standard (Pass)

Failing categories

40-49% Work below threshold standard

0-39% Unsatisfactory Work

Further information on the classification conventions, including borderline criteria, are available at <http://www.reading.ac.uk/web/FILES/exams/PGclassification-post-2008.pdf>

For a Master's degree

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 business project and for the international study challenge 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 business project, and must not have any mark below 40.

To qualify for a Pass, students must gain an overall average of 50 or more over 180 credits and a mark of 50 or more for the business project. 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 a PG Diploma

To qualify for Distinction, students must gain an overall average of 70 or more over 120 credits and must not have any mark below 40.

To qualify for Merit, students must gain an overall average of 60 or more over 120 credits and must not have any mark below 40.

To qualify for Pass, students must gain an overall average of 50 or more over 120 credits. 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 a PG Certificate

To qualify for a Postgraduate Certificate, students must gain an overall average of 50 or more over 60 credits. 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 expected to have obtained a good first or second class UK honours degree, or overseas equivalent. Applicants with relevant experience or professional qualifications may also be considered, though candidates with three years or more of management experience would be more suitable for our MBA programme.

English requirement

If English is not your first language, you may be required to take an IELTS test and achieve an overall score of 7.0 with no less than 6.0 in each element. The University also accepts a number of other tests and qualifications

instead of IELTS. A full list of equivalent tests/ qualifications and scores can be found on www.reading.ac.uk/ad-Englishtests.aspx.

If you take one of our Pre-sessional English courses before your main programme, you will be able to enter the programme with an end of course assessment score of 6.5 with no element less than 5.5.

Admissions Tutor: The Programme Director is responsible 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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Career prospects

This degree programme is carefully designed to develop in students a combination of skills and knowledge that will be valued by a variety of future employers. Graduates of the programme will be looking to embark on professional careers in a wide range of industry sectors. To support them, the programme provides a broad basis of business knowledge, along with a focus on developing skills in communication, team-working, problem-solving and critical thinking. The programme is particularly well suited for those seeking career opportunities in international contexts, or with globally oriented organisations – which might include multinational enterprises or Non-Governmental Organisations. Other career options available to graduates include roles as analysts or consultants – or even as entrepreneurs.

Henley Business School has its own careers service, *Henley Careers*, which provides dedicated support over and above the careers guidance offered centrally by the University of Reading. *Henley Careers* aims to empower and enable students to leave the Business School with the confidence to progress their future careers. It runs a busy schedule of activities throughout the year: from lunchtime workshops offering practical advice and support through the job application process, to evening events featuring high profile employers that serve as networking opportunities.

Opportunities for study abroad or for placements

The international dimension of this programme is important, and all students will have the opportunity to undertake some portion of their studies outside the UK.

The programme includes an international study visit. Students will also have the possibility of undertaking their business project either at a partner university outside the UK, or at one of the University of Reading's overseas campuses.

Programme Outcomes

1. Alternative perspectives of management of business and broader institutions and alternative ways of thinking and valuing involved in socially responsible management
2. Most recent developments in relevant empirical work, business and management practices, and the international business environment
3. The broader cultural environments and their underlying philosophical and values traditions, and business related regulatory and ethical frameworks affecting responsible business and management.
4. The structure and practices of selected international institutions, businesses and enterprises. Management within these.
5. An understanding of the importance of international business in driving change in management practices and business cultures throughout the world.

Educational aims of the programme

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:

1.*Academic business knowledge and analytical skills:* Graduates will have developed the academic knowledge and the analytical and synthetic skills needed to develop their own performance which can enhance organisational venturing, administrative options and implications, and growth outcomes.

2.*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.

3.*Personal development:*

3.1. 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.

3.2. An important sub-set of personal development skills is the skill to identify and utilize multiple perspectives. *Multiple perspectives:* Graduates will have grown in cognitive complexity, their capacity to debate and learn from diverse perspectives, and will learn to integrate knowledge and from diverse modules, theories and approaches to help analyse and evaluate various perspectives regarding ethical and commercial dimensions of business management, tensions between societal and business objectives, the role of governments, societal and other stakeholders and shareholders. Graduates will increase their appreciation of values related to ethical and responsible management and societal and environmental sustainability. 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 firms or institutions that populate the globalised economies of 21st century.

4.*Awareness of business practice:* Graduates will develop a practical understanding of business management in relation to key challenges internally in the organisation and its environment; that enables them to develop their potential, enhance their employability, and become a great professional.

Personal development: Graduates will have developed the personal skills to enable them to better understand themselves and their 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.

Knowledge and Understanding

A. Knowledge and understanding of:

1-5

Formal lectures, guest lectures from industry, discussions, individual and group presentation, group exercises, case studies, guided readings and guidance on key sources of reference material. Capstone module of International Study Challenge. Feed back and guidance are important elements complementing an emphasis on self -study

Assessment

Unseen examinations and coursework comprising of long essays. Seminar presentations are also used as a means of assessment in some modules.

Teaching/learning methods and strategies

1-5

Formal lectures, guest lectures from industry, discussions, individual and group presentation, group exercises, case studies, guided readings and guidance on key sources of reference material. Capstone module of International Study Challenge. Feed back and guidance are important elements complementing an emphasis on self -study

Assessment

Assessment

Unseen examinations and coursework comprising of long essays. Seminar presentations are also used as a means of assessment in some modules.

Skills and other attributes

B. Intellectual skills - *able to*:

1. Structure, analyse, and evaluate theoretical issues, and multiple perspectives and value regarding business dynamics and broader societal, environmental, governmental and broader ethical challenges.
2. Think logically and analytically and to understand the difference between positive and normative statements.
3. Identify key business and management relationships and multiple perspectives involved in business and broader challenges evaluate them with reference to practice
4. Comprehend the rapidly evolving state of management and international business knowledge and factors influencing both the change and the pace of change

C. Practical skills - *able to*:

1. Evaluate current theoretical and empirical research in the field of study.
2. Evaluate alternative responsible management strategies and practices linked with specific institutions and employer in the national and international economy..
3. Evaluate the ethical and economic challenges, and the character, behaviour, culture and strategy of firms.
4. Effectively apply key professional skills learnt in classes to the business world.

Teaching/learning methods and strategies

Students are frequently challenged in all teaching situations to complete logical arguments, analyse problems and alternative strategies, and justify statements. Long essays, debate, group work, and presentations provide the principal vehicle for developing intellectual skills. The teaching and learning in capstone and special significance modules will involve a strong emphasis on context and actual relations in the economy and society and will be conducted as part of learning teams and independently.

Assessment

Assessment

Unseen examinations and coursework, group work and assessed coursework, case study analysis, dissertation.

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 in alternative theories, methodologies, and international business practices. Capstone module of applied management project. Core modules of international strategic management and ethics or international CSR.

1-4 are achieved through lectures, seminars,

presentations, case studies, and group exercises

Assessment

Assessment

Long essays, presentations, and unseen examinations. Assessed applied project.

D. Transferable skills - *able to:*

1. Communicate effectively with a wide range of individuals within the programme and via team work as part of the applied project and international study challenge.
2. Evaluate his/her own academic professional performance.
3. Utilise problem-solving skills in a variety of theoretical and practical situations.
4. Manage change effectively albeit responsibly and respond to changing demands.
5. Take responsibility for personal and professional learning and development (personal Development Planning).
6. Manage time, prioritise workloads and manage personal emotions and stress.
7. Understand career opportunities and begin to plan a career path.
8. Information management skills. e.g. IT skills.

Teaching/learning methods and strategies

The presentation of well-researched written work is a fundamental element of the programme and requires the application of all the skills listed in 1-5. This is reinforced by the breadth and depth of the syllabuses for each module and the highly structured system of deadlines for assessed work, and examinations, which develop the students' skills of time management. Two summer term capstone modules of special significance aim to further promote integration and enhancement of such skills. Oral skills are developed through lecture and seminar discussions and individual and group presentations.

Assessment

Assessment

Unseen examinations, project work and coursework.

Please note - 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 process or external sources, such as professional bodies, requires a change to be made. In such circumstances, a revised specification will be issued.