

Programme Specification

MSc Management (full-time)

PFTZMANAGEHM

For students entering in 2027/28

This document sets out key information about your Programme and forms part of your Terms and Conditions with the University of Reading.

Awarding Institution	University of Reading
Teaching Institution	University of Reading
Length of Programme	MSc Management (full-time) - 12 months
Accreditation	Association to Advance Collegiate Schools of Business (AACSB) EFMD Quality Improvement System (EQUIS)
Programme Start Dates	September
QAA Subject Benchmarking Group	QAA Type 1: Specialist master's degrees

Programme information and content

The programme aims to provide a thorough postgraduate education in the field of general management studies, and its flexible design is suitable for students who may come from various disciplines without having a prior study background in business/management.

Its value for students comes from its balanced applied and theory informed curriculum, with a focus on contemporary organisation studies and behaviour, with an emphasis on ethical and sustainable management, and an engaging international perspective on management thinking and practice.

The curriculum comprises of 180 credits taking place in one academic year split over two semesters and the summer period. Semester 1 focuses on foundational management subjects in International Strategic Management and Managing People and Organisations, alongside providing dedicated careers support through the module Career Success in the Future World of Work. Students will also have a choice of foundational electives, providing the opportunity to tailor learning to their interests and future career goals. In Semester 2 students will have the option to choose electives from a range of management topics including Marketing, Digital Business, Entrepreneurship and Sustainability alongside the compulsory module in Developing and Advancing Effective Leadership; this module is exclusive to the MSc Management programme. The summer period provides students with the opportunity to demonstrate knowledge they have acquired throughout their degree, and apply their learning to practical situations. The capstone modules are an international (applied) learning experience run in collaboration with a partner university, a practice based management project or a work placement.

The programme requires a substantial amount of independent reading, research and study. 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 the application and reflection on business

knowledge and analytical skills, their personal development as well as an awareness of responsible business management practice from an international perspective. This involves skills development related to communication (oral and written), presentations, information handling, problem solving, team-working, team and individual report and paper writing, and the use of information technology. Students will learn to work independently and collaboratively, under time pressures, and will learn to set priorities and manage 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 therefore demonstrate a range of cognitive, personal and intellectual skills, values and techniques specific to management appropriate for both businesses and broader organisations in the economy and wider society.

Programme Learning Outcomes

-MSc Management (full-time)

During the course of the Programme, you will have the opportunity to develop a range of skills, knowledge and attributes (known as learning outcomes) For this programme, these are:

	Learning outcomes
1	Academic Business Knowledge and Analytical Skills: Explore and critically evaluate the key concepts of management, developing a current, rounded and research informed perspective and an understanding of general management
2	International Perspective: Apply approaches that encourage positive outcomes, demonstrating an appreciation of diversity and multiculturalism, engaging with international business situations whilst working in teams as a microcosm of wider society
3	Personal Development: Apply the skills and practices of continuing development and learning, in context of wider personal and professional values, demonstrating the potential benefits for you and any organisations you may work with
4	Awareness of Business Practice: Explore and analyse current business practices, and the challenges businesses face internally, in their industry/cluster, and their wider business environment.
5	Managing Employability Potential: Reflect on the expectations that organisations are likely to have of you and how these relate to your current knowledge and skills.
6	Future Proofing of Skills and Abilities: Identify and evaluate the trends that are shaping the world of work, demonstrating how you can apply and adapt your own skills and abilities in the context of the rapidly changing wider business world.

You will be expected to engage in learning activities to achieve these Programme learning outcomes. Assessment of your modules will reflect these learning outcomes and test how far you have met the requirements for your degree.

To pass the Programme, you will be required to meet the progression or accreditation and award criteria set out below.

Module information

The programme comprises 180 credits, allocated across a range of compulsory and optional modules as shown below. Compulsory modules are listed.

Compulsory modules

Module	Name	Credits	Level
ICM404	Career Success in the Future World of Work	20	M
MMM001	International Strategic Management	20	M
MMM048	Managing People and Organisations	20	M
MMM166	Developing and Advancing Effective Leadership	20	M

Students must take one of the capstone modules in order to complete the programme:

MMM155 International Applied Challenge

MMM190 Management Consultancy Project

MMM167 Work Placement and Project

Remaining credits will be made up of optional modules available in the Henley Business School or modules from elsewhere in the University.

Part-time or flexible modular arrangements

N/A. This programme is only available for full time study.

Placement opportunities

Students can opt to take MMM167 Work Placement and Project, which includes a placement opportunity.

Study abroad opportunities

Students can opt to take MMM155 International Applied Challenge, which includes an opportunity to engage in an international study visit with a partner university.

Optional modules

Students must choose option modules from Henley Business School to complete a total of 180 credits.

The optional modules available can vary from year to year. An indicative list of the range of optional modules for your programme can be found online in the Course Catalogue. Details of optional modules for each part, including any additional costs associated with the optional modules, will be made available to you prior to the beginning of the Part in which they are to be taken and you will be given an opportunity to express interest in the optional modules that you would like to take. Entry to optional modules will be at the discretion of the University and subject to availability and may be subject to pre-requisites, such as

completion of another module. Although the University tries to ensure you are able to take the optional modules in which you have expressed interest this cannot be guaranteed.

Teaching and learning delivery

Teaching is organised in modules. The delivery of material varies among the modules, especially in the proportion of time allocated to lectures, classes and seminars. Total study hours for your programme will be 1800 hours. The contact hours for your programme will depend upon your module combination; an average for a typical set of modules on this programme are 290 hours. In addition to your scheduled contact hours, you will be expected to undertake guided independent study. Information about module contact hours and the amount of independent study which a student is normally expected to undertake for a module is indicated in the relevant module description.

Total study hours for your programme will be 1800 hours. The contact hours for your programme will depend upon your module combination; an average for a typical set of modules on this programme are 290 hours. In addition to your scheduled contact hours, you will be expected to undertake guided independent study. Information about module contact hours and the amount of independent study which a student is normally expected to undertake for a module is indicated in the relevant module description.

Elements of your programme will be delivered via digital technology.

The scheduled teaching and learning activity hours and amount of technology enhanced learning activity for your programme will depend upon your module combination. In addition, you will undertake some self-scheduled teaching and learning activities, designed by and/or involving staff, which give some flexibility for you to choose when to complete them. You will also be expected to undertake guided independent study. Information about module study hours including contact hours and the amount of independent study which a student is normally expected to undertake for a module is indicated in the relevant module description.

Accreditation details

All Henley Business School programmes are accredited by:

The Association to Advance Collegiate Schools of Business (AACSB)

EFMD Quality Improvement System (EQUIS)

Assessment

All modules involve coursework, which takes a variety of forms reflecting the aims of the module. Final assessment of most modules usually involves coursework and may include some examinations. A project supervisor is appointed for each student for the summer capstone modules (where it is applicable). Assessment of taught modules will take place in the relevant Semester and/or Assessment Period. Students will have the opportunity to re-sit any failed modules in late August or early September. The assessments for the summer term modules must be submitted in the first half of September.

Progression

N/A

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

For Master's Degree

The following conditions must be satisfied for the award of a Master's degree:

Award of a Master's degree

- (i) an overall weighted average of 50% or more over 180 credits
- (ii) a mark of 50% or more in at least 120 credits
- (iii) no credits with a mark below 40%

In addition to the threshold conditions for the award of a Master's degree, the following **further** conditions must be satisfied for a classification of Distinction or Merit:

Distinction

[An overall weighted average of 70% or more over 180 credits

OR

an overall weighted average of 68% or more over 180 credits and marks of 70% in at least 90 credits]

[AND

Where the dissertation is included in the condition for the award of a Master's degree, a mark of at least 60% in the dissertation]

AND

No marks below 40%.

Merit

[An overall weighted average of 60% or more over 180 credits

OR

an overall average of 58% or more over 180 credits and marks of 60% in at least 90 credits]

AND

No marks below 40%.

For Postgraduate Diploma

The following conditions must be satisfied for the award of a Postgraduate Diploma:

Award of a Postgraduate Diploma

- (i) an overall weighted average of 50% or more over 120 credits
- (ii) a mark of 50% or more in at least 80 credits
- (iii) no credits with a mark below 40%

In addition to the threshold conditions for the award of a Postgraduate Diploma, the following **further** conditions must be satisfied for a classification of Distinction or Merit:

Distinction

[An overall weighted average of 70% or more over 120 credits

OR

an overall weighted average of 68% or more over 120 credits and marks of 70% in at least 60 credits]

AND

No marks below 40%.

Merit

[An overall weighted average of 60% or more over 120 credits

OR

an overall average of 58% or more over 120 credits and marks of 60% in at least 60 credits]

AND

No marks below 40%.

For Postgraduate Certificate

The following conditions must be satisfied for the award of a Postgraduate Certificate:

Award of a Postgraduate Certificate

- i. an overall weighted average of 50% or more over 60 credits
- ii. no credits with a mark below 40%

Details of the classification method is given in detail in the [Assessment Handbook](#) under:

- Section 19: Awards: Postgraduate Master's, Postgraduate Diploma, Postgraduate Certificate

Please note that there may be a specific version for your year of entry.

Additional costs of the programme

There are no textbooks which students must buy, and students are encouraged to discuss the purchase of textbooks or other resources with the module convenor before purchasing. Some books may be available second-hand, which will reduce costs.

A range of resources to support your curriculum, including textbooks, electronic resources and computer facilities, are available through the Central Library and the Business School Library.

Printing and photocopying facilities are available on campus at a cost per A4 page of £0.05 (black and white) and £0.30 (colour). Essential costs in this area will be low as most coursework is submitted electronically. Costs are indicative and may vary according to optional modules chosen and are subject to inflation and other price fluctuations.

In the Summer Period students must complete one of the capstone modules. Students can choose the International Applied Challenge at a foreign study visit location either virtually or via direct travel (following institutional decision). In the latter case, students may need to fund travel, accommodation and subsistence costs, alongside visa costs if applicable. If students choose the Work Placement & Project module, they will be responsible for all costs concerned with undertaking the work placement.

Costs are indicative and may vary according to optional modules chosen and are subject to inflation and other price fluctuations. Estimates were calculated in 2026.

Students may consider purchasing a laptop to help support their learning. Information on recommended device specifications can be found on the [DTS Student Hub](#).

For further information about your Programme please refer to the Programme Handbook and the relevant module descriptions, which are available at <http://www.reading.ac.uk/module/>. The Programme Handbook and the relevant module descriptions do not form part of your Terms and Conditions with the University of Reading.

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20 August 2026

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