

PROGRAMME SPECIFICATION

1.	Awarding Institution:	The University of Law
2.	Final Awards:	Master of Science in Strategic Business Management
3.	Exit / Intermediate Awards	For the MSc in Strategic Business Management: <ul style="list-style-type: none"> - Postgraduate Diploma in Strategic Business Management - Postgraduate Certificate in Strategic Business Management
4.	Programme Title(s):	MSc Strategic Business Management
5.	Accredited by:	The Chartered Management Institute (CMI) accredits the MSc Strategic Business Management. Students registered and studying in the UK will achieve the award of the Chartered Management Institute's CMI Level 7 Diploma in Strategic Management and Leadership on completion of the full MSc programme by meeting the standards outlined in prescribed modules. The Level 7 Diploma is awarded by the CMI. Accreditation is not currently linked to the lower exit awards.
6.	Total Credits:	Masters of Science in Strategic Business Management-180 Postgraduate Diploma in Strategic Business Management – 120 Postgraduate Certificate in Strategic Business Management – 60
7.	Level:	Master of Science in Strategic Business Management – Level 7 within the FHEQ Postgraduate Diploma in Strategic Business Management – Level 7 within the FHEQ Postgraduate Certificate in Strategic Business Management -Level 7 within the FHEQ
8.	Mode of Study:	Face-to-face: Full-Time and Part-Time Online: Full-Time and Part-Time
9.	Language of Study:	English
10.	Length of Programme:	Full-time: <ul style="list-style-type: none"> - MSc: 12 months

		Part-time: - MSc: 24 months
11.	Criteria for admission:	<p>2:2 or above from a UK Bachelor's degree, or equivalent qualifications.</p> <p>Non-standard routes:.</p> <p>ROUTE A: <ul style="list-style-type: none"> • Applicants must possess an undergraduate degree with a grade below that of a 2:2 (3rd or Ordinary); AND EITHER <ul style="list-style-type: none"> • A professional qualification at level 6 or above from a business professional body, e.g. CIM, CMI, CFA, ACCA, CIMA, CIPD, etc. OR <ul style="list-style-type: none"> • At least two years of proven professional work experience; </p> <p>ROUTE B: <ul style="list-style-type: none"> • Applicants must possess a professional qualification at Level 6 or above from a business professional body such as CIM, CMI, CFA, ACCA, CIMA or CIPD; AND <ul style="list-style-type: none"> • At least three years of proven professional work experience. </p> <p>ROUTE C: Applicants possess no formal qualifications. Applicants will need to provide 5 years of proven professional managerial work experience along with a professional reference. Applicants may also be required to attend a formal interview.</p> <p>All applications for non-standard entry must be accompanied by a full CV.</p> <p>International Entry Requirements - an English language level equivalent to IELTS 6.5 or above with a minimum of 5.5 in each component.</p>
12.	UCAS code (if relevant):	N/A
13.	HECOS codes (if relevant):	100616 – Strategic Studies 100078 – Business and Management
14.	Date of Production/Revision:	November 2021
<p>15. Aims and Rationale of the Programme</p> <p>All ULBS Postgraduate degrees are organized into two hubs of programmes; Management Hub and Finance Hub. Programmes within each hub share certain modules, with additional modules that are specific to each programme. The shared modules give students the opportunity to network and liaise with students on other programmes, which they otherwise might not have done, offering invaluable networking opportunities that will benefit them in their work-life. The MSc Strategic</p>		

Business Management degree is part of the Management Hub. The shared modules within the Management Hub are:

- Global Business Strategy
- Innovation Management in a Digital Age
- Success Through business Ethics

Additionally, all students will share the following two modules:

- Professional Development
- Business Project

The overall objective of master's level business and management degrees is to educate individuals as managers and business specialists, and thus to improve the quality of management as a profession. Master's degrees add value, for example to first (or bachelor's) degrees, by developing in individuals an integrated and critically aware understanding of management and organisations in a global context, and assist them to take effective roles within them.

In particular the programme (MSc in Strategic Business Management) provides preparation for and/or development of a career in business and management by developing skills at a professional level.

The programme is structured with a significant emphasis upon meeting the industrial developmental needs as well as enabling professionals and graduates to develop as:

- Business Management professionals expert in the advanced study of organisations, their management and the changing external context in which they operate both national and international contexts of stability, uncertainty and change,
- Critically aware learners who can proceed directly to fast-track marketing opportunities in a range of established businesses or entrepreneurial ventures, and/or
- Managers and Leaders who value lifelong learning so as to equip themselves with the ability to convert theory into practice from a critical and informed perspective so as to advance the effectiveness of employees and competitiveness of employing organisations.

The programme will share the vision and values associated with ULaw. Its emphasis on practice based learning within a realistic, professional, international and contemporary context. Building on the practical nature of learning and high quality teaching and assessment, links with employers and professional bodies. The aim of the programme with regard to teaching and learning is to produce career ready postgraduates with excellent professional, intellectual and life skills.

Students will have a broad comprehension of the most important concepts in management with a strategic perspective in a global context. ULaw prides itself on the depth and practical relevance of the knowledge delivered on its programmes and its teaching by academics with practical experience to ensure that research is melded with relevant real-life application. Students will apply these theoretical concepts of Business Management to real life case studies, in a practice based environment.

The MSc in Strategic Business Management will develop students' advanced intellectual and professional skills master's level and provide them with:

- A deep intellectual appreciation of the theoretical foundations of Business and Management with an applied emphasis and a focus on contemporary issues;
- The ability to apply relevant bodies of Business and Management knowledge with strategic views to specific business problems taking account of the interdependency between marketing and other functions of businesses and organisations;
- A learning environment which encourages the development of systematic and independent thought and learning and to become a reflective practitioner capable of analysis and challenging concept and theory;
- A comprehensive knowledge and appreciation of significant contemporary issues in Business and Management research;

- The confidence to apply the knowledge gained on the programme to a variety of case scenarios and real world Business and Management problems;
- An in-depth knowledge of Business and Management research methods and research training to equip them with the skills necessary to identify and execute an independent research study;

The student will acquire the competences necessary for:

- Leading the development of strategy and managing the implementation of strategic and operational plans locally, nationally and internationally
- International leadership and management of the marketing-led organisation.
- Management and reward of human capital in organisations.
- Synthesis and presentation of comparative data (quantitative and qualitative) for business decisions.
- Amalgamating creativity with integrity and corporate responsibility

16. Programme Outcomes

Knowledge and understanding

Upon successful completion of the programme students should be able to:

- Critically de-construct and apply factual and conceptual knowledge from across all aspects of Business and Management to complex strategic problem situations, demonstrating sensitivity to contending value systems and contextual constraints
- Call on a comprehensive understanding of a wide range of strategic analytical techniques and methodologies used in Business and Management and source and format appropriate information in relating to Business and Management research
- Critically evaluate synthesise the impact of ethical issues in Business and Management across societal, geographic and economic boundaries and contribute to current marketing debates.
- Demonstrate effective decision making through pertinent selection and use of appropriate models and frameworks
- Evaluate, synthesise and contribute to contemporary national and global developments and debates on business and management.

Practice and Skills

Upon completion of the programme students should be able to:

- Map key value creating processes based on customer value, look at issues on partnering, people skills, networking, IT and the new economies of the internet in order to design, deliver and support a total service system
- Critically analyse and synthesise business-related data and information and use alternative perspectives to produce effective strategies and decisions
- Demonstrate initiative and entrepreneurial originality by being pro-active and autonomous in planning and implementing tasks
- Synthesise data and information across boundaries of organisation, sector or stakeholder perspective to produce effective plans and decisions effectively in complex and unpredictable marketing and business environments in local, national and international contexts
- Critically de-construct and apply factual and conceptual knowledge from across all aspects of marketing to complex practical situations, demonstrating sensitivity to contending value systems and contextual constraints
- Resolve complex issues, dealing with incomplete or contradictory information, systematically and creatively, and communicate conclusions to a wide range of audiences
- Understand individual behaviour in teams, team formation and team dynamics and exercise appropriate enterprise initiative and personal responsibility in a variety of marketing management roles

- Demonstrate initiative and entrepreneurial originality by being pro- active and autonomous in planning and implementing tasks
- Plan, organise, and prioritize their time in order to maximise its use
- Enhance lifelong learning skills and personal development so as to be able to work with self-direction and originality and contribute to business and society at large
- Build a network of business professionals both through fellow students and the alumni Organisation
- Clearly identify criteria for success and evaluate his or her own performance against those criteria

Relevant Subject Benchmark Statements and other reference points to inform programme outcomes

The Framework for Higher Education Qualifications in England, Wales and Northern Ireland (FHEQ) Subject Benchmark Statement Master's Degree in Business and Management June 2015 (QAA)

Students registered and studying in the UK will achieve the award of the Chartered Management Institute's CMI Level 7 Diploma in Strategic Management and Leadership by meeting the standards outlined in prescribed modules. The Level 7 Diploma is awarded by the CMI and is aligned to the modules offered through study on the full Masters award only. CMI accreditation is not applicable to the PGCert and PGDip awards.

17. Programme Structure, Levels, Modules and Credits

Modules are 15 credits apart from the Business Project Module (inclusive of a taught element focused on research methods) which is 45 credits. Professional Development is mandatory, but non credit bearing.

Programme Title – MSc Strategic Business Management	Level 7
Module Titles	Credit
Global Business Strategy	15
Innovation Management in a Digital Age	15
Success Through Business Ethics	15
Management of Business Operations	15
Strategic Human Resource Management	15
International Marketing	15
Finance for Decision Makers	15
Organisational Development	15
Strategies for the Digital Economy	15
Professional Development	Non Credit Bearing
Business Project	45

Students who obtain all the 180 credits from the modules above will receive the MSc in Strategic Business Management award and will achieve all the learning outcomes described in this document.

Students who obtain 120 credits from the modules above will receive the Postgraduate Diploma in Strategic Business Management award, and consequently the learning outcomes described in this document will be achieved just partially, on the basis of the modules passed.

Students who obtain 60 credits from the modules above will receive the Postgraduate Certificate in Strategic Business Management award, and consequently the learning outcomes described in this document will be achieved just partially, on the basis of the modules passed.

18. Programme Outcomes, Learning & Teaching and Assessment Strategies

Knowledge and Understanding

- Critically de-construct and apply factual and conceptual knowledge from across all aspects of Business and Management to complex strategic problem situations, demonstrating sensitivity to contending value systems and contextual constraints

Learning and Teaching Methods

- The learning and teaching methodology will be consciously constructed around ULaw's emphasis on critical practice based learning within a realistic, professional and contemporary context, and will fit with the Business School's agreed approach for teaching and learning sessions to be student led.

The programme will also incorporate varied teaching and assessment methods, to the extent where this is

- Call on a comprehensive understanding of a wide range of strategic analytical techniques and methodologies used in Business and Management and source and format appropriate information in relating to Business and Management research
- Critically evaluate synthesise the impact of ethical issues in Business and Management across societal, geographic and economic boundaries and contribute to current marketing debates.
- Demonstrate effective decision making through pertinent selection and use of appropriate models and frameworks
- Evaluate, synthesise and contribute to contemporary national and global developments and debates on business and management

useful, but also mindful of the need for students to practice different method of assessment. A balanced approach is achieved across subjects and programmes.

Students will be taught by people who have substantial business experience, there will also be guest speakers and involvement from the professional bodies. International opportunities will be put in place for the programme. Thus the programmes will benefit from opportunities for live consultancy projects. Where these are not possible student will benefit from reflection of previous work experience, volunteering, and simulations.

All students will benefit from identification of strengths and learning styles. Where necessary remedial provision will be put in place for numeracy and academic writing. Students will also have access to a personal tutor and reviews of their learning journey.

In particular, the delivery of lectures and the student led nature of tutorials and workshops is designed to ensure active participation in the learning process. Methods such as experiential learning, active learning techniques, directed reading, critical reflection, personal research, applied research encourage engagement by students in their teaching and learning processes. In addition, case study analysis and discussion are used by students to contextualise the learning and the application of models, techniques and concepts.

Knowledge and understanding is developed through the teaching and learning methods outlined above. Each class, whatever its particular format, involves discussion of key issues, practice in applying concepts, both orally and in writing, analysis and interpretation of material, critical evaluation.

The online version of the programme will share the same aims and principles of the face to face version, with the specific approach that it will be delivered remotely through a virtual learning environment where written and multimedia materials will be provided. The modules will be taught by lecturers with a similar profile to the face to face version, while the delivery and access to the faculty will be adapted to the specific requirements of the online format.

The modules will be divided into units. Each unit will typically start with an introduction, followed by a series of video clips presenting the key theories and a discussion of important topics relevant to that unit. After watching the video clips, students will be presented with extended reading.

	<p>Assessment Methods</p> <p>The assessment methods have been designed to recognise the differences in learning styles thereby ensuring that they are not biased towards any one learning style. Learners will be assessed in a more practical environment and with a practical application of the theoretical content to real life learning. Students will demonstrate the learning outcomes through a range of different assessments, such as group presentation (formative) and written individual coursework (summative).</p>
<p>Practice and Skills</p> <ul style="list-style-type: none"> • Map key value creating processes based on customer value, look at issues on partnering, people skills, networking, IT and the new economies of the internet in order to design, deliver and support a total service system • Critically analyse and synthesise business-related data and information and use alternative perspectives to produce effective strategies and decisions • Demonstrate initiative and entrepreneurial originality by being pro-active and autonomous in planning and implementing tasks • Synthesise data and information across boundaries of organisation, sector or stakeholder perspective to produce effective plans and decisions effectively in complex and unpredictable marketing and business environments in local, national and international contexts • Critically de-construct and apply factual and conceptual knowledge from across all aspects of marketing to complex practical situations, demonstrating sensitivity to contending value systems and contextual constraints • Resolve complex issues, dealing with incomplete or contradictory information, systematically and creatively, and communicate conclusions to a wide range of audiences • Understand individual behaviour in teams, team formation and team 	<p>Learning and Teaching Methods</p> <p>In each session, whatever its format, students participate in the discussion of key issues, both orally and in writing. The Business Project not only develops knowledge and understanding, but also in its preparation, through studying research methods and professional development, important practical and transferable skills are learnt.</p> <p>Students will practice and develop skills by evaluating the central issue(s) and facts of case studies and simulations so that tools, models and methods can be applied to the situation in hand. They will be encouraged to justify their assumptions and present conclusions and recommendations that are realistic and presented in a format that would be expected in industry and a Masters level programme with appropriate theoretical underpinning and appropriate referencing.</p> <p>Students are assigned to small study groups which develop organisational, social and cultural intelligence, networking, autonomous learning and entrepreneurial, skills as they interacting with their peers.</p> <p>Regarding the online version, after students are comfortable with the concepts shown in the videos and reading, they typically will have the opportunity to respond in writing to a conversation prompt and undertake practical tasks.</p> <p>Each unit usually has two tasks. The first is normally a discussion question, and the second, an activity. The task will be described on the relevant page.</p> <p>Each unit normally concludes with a summary and consolidation, which takes two forms: a Core Content Review and a module-wide summary of key points.</p>
	<p>Assessment Methods</p> <p>A wide range of assessment methods, both formative and summative, will be used across all modules to ensure that programme outcomes can be demonstrated</p>

<p>dynamics and Exercise appropriate enterprise initiative and personal responsibility in a variety of marketing management roles</p> <ul style="list-style-type: none"> • Demonstrate initiative and entrepreneurial originality by being pro- active and autonomous in planning and implementing tasks • Plan, organise, and prioritize their time in order to maximise its use • Enhance lifelong learning skills and personal development so as to be able to work with self-direction and originality and contribute to business and society at large • Build a network of business professionals both through fellow students and the alumni Organisation • Clearly identify criteria for success and evaluate his or her own performance against those criteria. 	<p>by students. The assessment methods are intended to underpin the learning process. Formative assessment of knowledge and understanding will take place through the regular activities within workshops. These can be in the form of</p> <ul style="list-style-type: none"> • workshop group activity, where students consider a case-study, issue, or problem, and report on towards the end of the session in an oral presentation • simulations and role-play activities • in-class debates • communication exercises • activities that confirm understanding <p>Other types of formative assessment may take place. Feedback will be given simultaneously and aimed at confirming and assisting students in building their communication, critical thinking and analysis, and problem solving skills.</p> <p>Summative assessments of each module will be one of the following:</p> <ul style="list-style-type: none"> • written reports (formative element in the form of lecturer giving guidance on structure and general content) • portfolio, where students compile a portfolio of activities, where they have applied critical analysis and assessment on issues/activities provided by the lecturer • presentation/poster, where students prepare communication piece responding to a brief, constructing a presentation with annotations for further details. <p>This variety of approaches to assessment supports diversity in learning.</p> <p>All assessment will test the module and programme learning outcomes and will be designed to align with the relevant FHEQ descriptors.</p> <p>For the online version the assessment methods will be the same and administered remotely.</p>
<p>19. Inclusive Considerations</p>	<p>Learning materials (examples, case-studies and other support materials) are sourced from as wide and diverse sources as possible, to reflect the demographics of the student population. Students are actively encouraged to share experiences from their own culture, providing opportunities for comparing and contrasting different behaviours, issues, and solutions. This exposes students to cross-cultural differences and enhances their cultural</p>

	awareness. Students who appear not to keep up with the pace of the class, are signposted to ULaw's student support services.
20. Prior credits considered for RPL	In accordance with the University's RPL Policy.

Version history:

Version	Amended by	Revision summary	Date
V1.0	Head of Quality Assurance	Updated into amended format	August 2019
V1.1	Head of Quality Assurance	Amended to include online delivery teaching methodology	December 2019
V1.2	Head of Quality Assurance	Modification to include named exit awards Clarification regarding IELTS requirements	May 2020
V1.3	Head of Quality Assurance	Major modification	June 2021
V1.4	Head of Quality Assurance	Periodic review and further major modification	November 2021