Programme Specification ARO 034a

Section 1 Key Facts

<table>
<thead>
<tr>
<th>Awarding Body</th>
<th>University of Stirling</th>
</tr>
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<tbody>
<tr>
<td>Partner Institution</td>
<td>n/a</td>
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<tr>
<td>Programme Name</td>
<td>Master of Science in Business and Management</td>
</tr>
<tr>
<td>Award e.g. BSc (Hons), MA etc.</td>
<td>MSc</td>
</tr>
<tr>
<td>Faculty</td>
<td>Stirling Management School</td>
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<tr>
<td>Division (if applicable)</td>
<td>Centre for Advanced Management Education (CAME)</td>
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<tr>
<td>UCAS Code (UG only)</td>
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<td>Programme Code</td>
<td>TDX44-BSM</td>
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<tr>
<td>Mode of Study</td>
<td>Full Time</td>
</tr>
<tr>
<td>Location/Method of Study</td>
<td>On Campus – UK</td>
</tr>
<tr>
<td>Admission Points</td>
<td>September</td>
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<tr>
<td>Length of Programme</td>
<td>12 months</td>
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<td>SCQF Level</td>
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<tr>
<td>Total Credit Value</td>
<td>180</td>
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<tr>
<td>ECTS Credit Value</td>
<td>90</td>
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<td>Relevant QAA Subject Benchmark</td>
<td>Business and Management (2015)</td>
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<tr>
<td>Professional Body Accreditation</td>
<td>Name of accrediting body: AMBA Required for programme: No Date of Accreditation: 02/03/2016 Date of Renewal: June 2018</td>
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<tr>
<td>Programme Director</td>
<td>Dr Tom Forbes</td>
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<tr>
<td>Advisor of Studies</td>
<td>Dr Tom Forbes</td>
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<tr>
<td>Programme Approved</td>
<td>2008</td>
</tr>
<tr>
<td>Last Updated</td>
<td>June 2017</td>
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Section 2 Overview

PROGRAMME SUMMARY

This course gives you an insight into modern management practice and an opportunity to develop the functional, creative, strategic and leadership skills you'll need to manage a responsible business.
There’s an emphasis on entrepreneurship, innovation and strategic management that helps inform you on the contemporary debates and tensions around managing limited resources effectively and with maximum impact.

In addition to industry visits, you’ll have the opportunity to undertake consultancy projects, developed in consultation with businesses across public, private and non-profit sector.

**Key Features of the Programme (including what makes it distinctive)**
1. Focus on practical skills and knowledge to build confidence to work in any organisation in the future;
2. **AMBA accreditation** — our course is accredited by the Association of MBAs — the international impartial authority on postgraduate business education;
3. **5-star ranking** — in the QS World University Rankings 2014;
4. **Expert academic staff** — who are known worldwide, respected in their fields and have extensive business and consultancy experience;
5. **Stirling’s global research rating** — we’re among the top 25 in the UK according to REF 2014;
6. **Build your global network** — study alongside international students across a range of business disciplines.

**PROGRAMME AIMS**

On successful completion of this programme, you should have:

1. An understanding of the management of the integrated nature of organisational processes and practices that contribute to success and their implications for change;
2. An understanding of the approaches to financial management and related quantitative methods;
3. An understanding of individual and group behaviour, HRM approaches for the management of day-to-day operations;
4. An understanding of the processes and problems of general management at the operational and strategic level;
5. An understanding of the theory and influence of macro and micro economics on individual organisations and the management functions within organisations;
6. An understanding of business research methods and consultancy skills, and their practical application;
7. An understanding and making sense of global and environmental forces that influence organisational success or failure and the relationship between political, economic, social, technological, legal, ecological and demographic factors;
8. The ability to lead and manage change;
9. An understanding of the practice in developing business policy and strategy;
10. Developed personal capability to initiate and manage new ventures and innovation in organisations;
11. An understanding of the impact of sustainability, ethics and risk management on business decisions and performance;
12. An understanding of contemporary and dynamic organisational issues that impact organisational structure that influences management roles and functions;
13. Developed a global outlook from the perspective of both developing and emerging economies, and the impact on business success.

**WHAT WILL I BE EXPECTED TO ACHIEVE?**

On successful completion of this programme, you should have the following:

**Knowledge and Understanding:**
1. Of the functional areas of management and their inter-relationship in organisations
2. Develop expertise in the use of key management tools such as techniques for operations management, strategic and marketing analysis and financial analysis
3. Develop personal capabilities relevant to management, such as critical thinking, report writing, presentation, negotiation, networking, problem-solving and group working skills

**Intellectual, Practical and Transferable Skills and other graduate attributes:**
1. Critical thinking
2. Problem solving
3. Communication
4. Interpersonal and team working skills
5. Self-reflection
6. Employability

Values and Attitudes:
1. Ethics and social responsibility
2. For lifelong learning and personal development

HOW WILL I LEARN?

This is a one-year full-time course of two semesters, followed by a three-month independent study period on a dissertation or consultancy case study.

You will be taught in lectures, seminars, workshops, presentations and through practical case study exercises. Many modules on the MSc Business and Management programme are complemented with the engagement of industry-specific experts and industry-site visits (where relevant). This helps you experience the reality of a module as it is being taught. By doing so we ensure that you make the theory-practice-theory connections.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria
The course uses a variety of assessment methods ranging from individual assignments, group assignments, business reports, class tests, individual and group presentations, literature review and research design.

Assignments and essays are used to test research skills with a strong emphasis on critical analysis and reflective insights. The assignments also provide the opportunity to develop and assess your problem definition and management communication skills, and capability with key software packages; presentations provide a test of oral communication skills, as well as providing another mechanism for assessing case study analysis.

Feedback on Assessment
You will receive feedback on coursework within 3 weeks of completion of the assessment. Feedback is usually provided electronically on formal coursework. Feedback and Guidance sessions with teaching staff are available on all modules. These provide regular opportunities to discuss feedback further. More information about feedback on assessment can be found here; http://www.stir.ac.uk/academicpolicy/handbook/assessment/

Assessment Regulations
You must achieve 50% in the sum of the weighted component marks, rounded to the nearest whole number; you must also achieve at least 40% in each component. Where a student fails to meet the 40% minimum requirement in any component a fail (X) will be awarded for the module. Re-assessment of failed modules will follow the agreed Taught Postgraduate Regulations.

If you would like to know more about the way in which assessment works at the University of Stirling, please see the full version of the assessment regulations at: https://www.stir.ac.uk/regulations/postgraduate/assessmentandawardofcredit/
WHAT WILL I STUDY?

Year 1
Total year 1 credit value = **180**
Compulsory credits = **160**
Option credits = **20**

Compulsory Modules

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Module Code</th>
<th>Credit</th>
<th>Semester</th>
<th>SCQF Level</th>
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<tbody>
<tr>
<td>Personal &amp; Professional Development</td>
<td>BUSP001</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
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<tr>
<td>Accounting &amp; Finance</td>
<td>BUSP002</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Economics</td>
<td>BUSP003</td>
<td>10</td>
<td>Autumn</td>
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<tr>
<td>Operations Management</td>
<td>BUSP004</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
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<tr>
<td>Responsible Business in Society</td>
<td>BUSP006</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
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<tr>
<td>Entrepreneurship, Theory &amp; Practice</td>
<td>BUSP008</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
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<tr>
<td>Marketing Management</td>
<td>BUSP006</td>
<td>10</td>
<td>Spring</td>
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<tr>
<td>Professional &amp; Professional Development</td>
<td>BUSP007</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>People Management</td>
<td>BUSP009</td>
<td>10</td>
<td>Spring</td>
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<tr>
<td>Strategic Management</td>
<td>BUSP010</td>
<td>10</td>
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<tr>
<td>Research Methods</td>
<td>BUSP095</td>
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Option Modules

<table>
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<tr>
<th>Module Title</th>
<th>Module Code</th>
<th>Credit</th>
<th>Semester</th>
<th>SCQF Level</th>
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<tbody>
<tr>
<td>Business Analytics</td>
<td>BUSP011</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Project Management</td>
<td>BUSP012</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Managing Change</td>
<td>BUSP012</td>
<td>10</td>
<td>Spring</td>
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<tr>
<td>Corporate Finance</td>
<td>FINP015</td>
<td>10</td>
<td>Spring</td>
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PLUS One from:

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Module Code</th>
<th>Credit</th>
<th>Semester</th>
<th>SCQF Level</th>
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<tr>
<td>Innovation Management</td>
<td>BUSP016</td>
<td>10</td>
<td>Spring</td>
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<tr>
<td>Managing in Emerging Economies</td>
<td>BUSP014</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>New Venture Creation</td>
<td>BUSP019</td>
<td>10</td>
<td>Spring</td>
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<tr>
<td>Business Consulting</td>
<td>BUSP020</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Managing Family in a Global Context</td>
<td>IBUP006</td>
<td>10</td>
<td>Spring</td>
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</table>

READING LIST

There is no specific core text book for this programme. Reading lists will be provided in each Module Outline.

Section 3 Student Support [PLEASE UPDATE AS NEEDED FOR THE STUDENT COHORT]

SUPPORT FOR STUDENT LEARNING

Induction
You will receive an induction during the first days of your programme. This includes a range of social events, information sessions and activities to help you orientate yourself at Stirling and access the services available to you. These are opportunities to meet staff and other students from across the university, in the Faculty and on the programme.
Flying Start Leadership Programme
The programme takes part in the wider SMS Flying Start Leadership programme. It’s exclusively for new students about to start one of our postgraduate courses. You take part in a wide range of group and individual activities, workshops and information sessions to help you prepare for the year ahead, and make the most of your time at the University of Stirling Management School.

The programme ensures that you:
- Discover more about the exciting period of learning ahead;
- Understand what is expected of you in your course;
- Get to know the teaching and support staff;
- Learn more about a diverse range of approaches to learning;
- Work as part of a successful team;
- Develop your personal goals for the year ahead;
- Activities range from practical skills – such as effective public speaking – to developing ways to work in groups with other students.

Study Skills Support
Student Learning Services (SLS) are committed to providing comprehensive guidance on all aspects of effective and efficient learning. The ultimate aim of the service is to enable you to make the most of your academic studies at the University and for you to become an independent, successful learner during your time at the University of Stirling. This is facilitated through collaborative work with experienced tutors and by offering a variety of courses, workshops and tutorials.

All students, whatever stage of their academic studies, are welcome to use Student Learning Services. However the service may be particularly beneficial:
- In your first two years of study.
- If you are making the transition from college to Higher Education.
- If you have been out of education for some time.

What SLS are able to do:
- Advise you on academic skills relevant to your studies at University.
- Help you consolidate your previous learning and develop new learning strategies.
- Advise on action-plans to potentially improve grades.
- Suggest practical solutions if you feel overwhelmed by assignment work.
- Help you gain confidence in the transition to Higher Education.

More information can be found here: http://www.stir.ac.uk/campus-life/learning-support/student-learning-services/

STEER
STEER is a University-wide peer support scheme linking in returning student "Captains" with new undergraduate or taught post-graduate "Crew" during their first year at Stirling.

The scheme aims to help you make the most of your time at the University, help new students - the Crew - settle in and realise the opportunities available to them. You can find out more information here: https://www.stirlingstudentsunion.com/representation/studentsupport/steer/

Stirling Graduate School
For Research Postgraduate Students the Stirling Graduate School as well as your own faculty will provide support. More information can be found here: http://www.stir.ac.uk/graduateschool/current-pg-students/skills-development/

Academic and Pastoral Support
Adviser of Studies: Advisers have an important role to play in enhancing your academic and personal
development and are essential to ensuring you make the most of your time at university. Advisers provide a personalised point of contact for you to discuss academic concerns or queries within the academic community. The general purpose of the role is to provide more in-depth advice on the academic options available to you and on the academic policies and regulations within the University. More information can be found here: http://www.stir.ac.uk/registry/advisers/

**Personal Tutor:** The role of a personal tutor is to help you feel part of the University community. They are a specific and consistent source of guidance, information and support for you throughout your studies. The tutor should be your first formal point of contact for general academic guidance and pastoral support. More information can be found here: http://www.stir.ac.uk/tse/personal-tutor/

**Support and Wellbeing:** At university you may face non-academic issues where you need some expert help or guidance. There are lots of ways we can help you in your day-to-day life at University. Student Support Services provide a range of high-quality services to assist you during the course of your studies, help prepare you for life after graduation. We aim to enhance the student experience and help you to get the most out of your time at University. More information can be found here: http://www.stir.ac.uk/campus-life/support-and-wellbeing/

**Student Union:** you can also access support through the Students’ Union, more information can be found here: https://www.stirlingstudentsunion.com/representation/studentsupport/

**Accessibility and Inclusion (A&I)**
A&I are committed to offering a service which is welcoming and supportive of the needs of all students. Our service takes into account the full range of needs you may have, in a wide variety of circumstances including - physical and mobility difficulties, sensory impairments, specific learning difficulties including dyslexia and autistic spectrum disorder as well as medical conditions and mental health difficulties. A&I can also support you if you have short-term, temporary impairments or other difficulties as a result of an accident, injury, illness or surgery. More information can be found here: http://www.stir.ac.uk/student-support/accessibility-inclusion-service/

**Learning Resources**
You can find out more about the resources available to support your learning here: http://www.stir.ac.uk/campus-life/learning-support/

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**Section 4 Programme Evaluation and Enhancement**

**METHODS FOR EVALUATING AND IMPROVING THE QUALITY AND STANDARDS OF TEACHING AND LEARNING**

**Module Evaluation**
Module evaluations are carried out each year and are an important way of getting student feedback on the modules we teach. We aim to evaluate every module we teach in every semester. You can find out more here: http://www.stir.ac.uk/registry/studentinformation/moduleevaluation/

**Student/Staff Consultative Committees (SSCC)**
Student/Staff Consultative Committees will meet twice per semester, and shall routinely address issues arising from student feedback on modules, the programme, as well as broader issues on academic policy.

**Module Review**
At the end of each semester, each Module Co-ordinator will complete a Module Review Form, which will highlight issue, how these were resolved, and areas of good practice.

**Annual Programme Monitoring Review**
Annual Programme Monitoring Review Forms will be completed at the end of each academic cycle.
This is an opportunity for the Programme Director and the wider teaching team to review the programme. This includes a review of SSCCs minutes; feedback from the External Examiner; a review of all modules (strengths and areas of good practice, issues, responses); the range of assessment in the programme; the continuing appropriateness of the curriculum; adequacy of learning resources; quantity and quality of professional placements (if applicable); professional accreditation (if applicable); the effectiveness of changes implemented since the previous report; and outline any proposed changes for future cohorts.

Programme Review
Programmes are reviewed annually and on a 5 yearly cycle. You can get involved in a variety of different ways; by completing module evaluations, becoming a course representative and attending Student Staff Consultative Committees, or participating in the review process itself. You can find out more here: http://www.stir.ac.uk/academicpolicy/handbook/review-and-monitoring/

External Examiner(s) (To be added following Stage 2 approval)
Name of External Examiner: Professor Nicolas O’Regan
Institution: Bristol Business School

Section 5 My Future

WHAT KIND OF CAREER MIGHT I GO ON TO?

The qualification is based on a conversion course in business and management and will provide access to a number of graduate management training programmes with employers in the private, public and NGO sectors.

How does this programme facilitate your development of the Graduate Attributes?

Connected
• Developing knowledge from the Programme to providing an understanding and skill set using a range of complex real world issues;
• with knowledge, experiences and people providing different perspectives, to understand different cultures, beliefs and traditions;
• work with one another as an inclusive learning community, with the wider community and communicate effectively through digital and other media.

Innovative
• through active and ethical research;
• through using existing and new technologies to develop new understandings and creative solutions;
• through developing independent critical and reflective thinking;

Transformative
• via intellectual, sporting, cultural passion and excellence;
• through developing and sharing new perspectives to broaden horizons;
• ensuring a professional, adaptable and resilient attitude at all times so providing the means to succeed in a global market place;
• becoming socially, culturally and environmentally aware of the world around them

WHAT STUDY ABROAD OPPORTUNITIES ARE AVAILABLE?

Not applicable.
WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?

Placements aren’t a separate part of the taught curriculum on Stirling programmes. Instead, through project working and module assignments, we offer multiple opportunities to focus on managerial practice throughout the entire degree.

WHAT FURTHER STUDY OPTIONS ARE AVAILABLE TO ME?

You will be ideally placed to undertake additional specialist MSc Programmes including but not restricted to subjects such as Finance, International Business and Human Resources Management. The Programme could also be used for you to undertake a research Degree at MPhil and PhD level depending on the topic of study.

WHAT OTHER INFORMATION DO I NEED TO KNOW?

The Stirling MSc Business and Management programme is one of only fourteen MSc Business and Management programmes accredited by the Association of MBAs (AMBA) in the whole of the UK, and one of two in Scotland, the international impartial authority on postgraduate business education. Established in 1967, AMBA aims to raise the profile of business education and the MBA qualification in the UK, Europe and the rest of the world.

Section 6 Admissions

HOW DO I ENTER THE PROGRAMME?

You’ll need minimum of a second class Honours degree or equivalent. Applicants without these formal qualifications but with significant and appropriate work/life experience are encouraged to apply.

If English isn’t your first language, you must have one of these qualifications:
- IELTS: 6.5 with 5.5 minimum in each skill
- Cambridge Certificate of Proficiency in English (CPE): Grade C or above
- Cambridge Certificate of Advanced English (CAE): Grade B or above
- Pearson Test of English (Academic): 60 with 51 in each component
- IBT TOEFL: 90 with no subtest less than 17

More information on English language requirements
If you don’t meet the required score you may be able to register for one of our pre-sessional English courses. To register you must hold a conditional offer for your course and have an IELTS score 0.5 or 1.0 below the required standard. View our range of pre-sessional courses.