Programme Specification ARO 034a

Section 1 Key Facts

<table>
<thead>
<tr>
<th>Awarding Body</th>
<th>University of Stirling</th>
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<tbody>
<tr>
<td>Partner Institution</td>
<td>Muscat College, Oman</td>
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<tr>
<td>Programme Name</td>
<td>Management</td>
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<tr>
<td>Award e.g. BSc (Hons), MA etc.</td>
<td>MSc</td>
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<tr>
<td>Faculty</td>
<td>Stirling Management School</td>
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<tr>
<td>Division (if applicable)</td>
<td>Management Work and Organisation</td>
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<tr>
<td>UCAS Code (UG only)</td>
<td>n/a</td>
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<tr>
<td>Programme Code</td>
<td>TXM44-MAN</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 – International ☒</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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<tr>
<td>SCQF Level</td>
<td>Level 11</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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<tr>
<td>Relevant QAA Subject Benchmark</td>
<td>Business and Management (2015)</td>
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<tr>
<td>Professional Body Accreditation</td>
<td>n/a</td>
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<tr>
<td>Programme Director</td>
<td>Dr Andrew Perchard</td>
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<td>Advisor of Studies</td>
<td>Dr Andrew Perchard</td>
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<td>Programme Approved</td>
<td>July 2016</td>
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<tr>
<td>Last Updated</td>
<td>March 2018</td>
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Section 2 Overview

PROGRAMME SUMMARY

This is a multidisciplinary programme designed specifically if you have a broad interest in management. If you are a graduate from an arts, social science, science, technology or business background who wishes to gain an understanding of modern management practice, develop a range of management skills and learn about contemporary issues in modern management, this course will benefit you. If you are a
professional manager who wants to further develop your skills and knowledge in management this programme is designed to assist you.

The MSc Management from the University of Stirling delivered at Muscat College will equip you to be an effective and resilient manager. The programme covers a wide range of valuable management knowledge whilst enabling the development of personal skills and competencies essential to equip you to advance your long-term career in a connected world. Our comprehensive and stimulating course modules will expose you to innovative business theories, industry-relevant research and opportunities to translate learning into first-class management practice. This combination of research-informed modern business education and practical management skills is designed to equip you with the skills necessary to adapt to the challenges of the modern business environment and make you attractive to potential employers.

In delivering the programme, Stirling’s internationally recognised subject experts work alongside colleagues from Muscat College. The MSc Management (Muscat) is ideally suited if you wish to develop the analytical skills and management practice required to lead organisations in complex and fast-paced environments. Stirling’s management programmes attract students from around the world, many of whom have gone on to build successful careers in multinational corporations, government, entrepreneurial start-up, and research.

**PROGRAMME LEARNING OUTCOMES**

*Overarching Learning Outcomes – as approved by the Ministry of Education in Oman*

On successful completion of this programme, you should be able to exhibit learning of:

- **LO1** The concepts, processes and institutions in the production and marketing of goods and services, and the financing of the business enterprise;
- **LO2** The concepts and applications of accounting, quantitative methods, and management information systems;
- **LO3** The concepts and applications of organisational theory, behaviour and HRM issues;
- **LO4** The processes and challenges of general management at the operational and strategic level;
- **LO5** Fundamentals of macro and micro economics, and their relationship to both finance and the wider business context;
- **LO6** Business research methods and consultancy skills;
- **LO7** The impact of Macro and Micro environment forces on organisations, ie: legal systems; demographics; ethical, social, and technological change issues;
- **LO8** The basic knowledge of and ability to understand, respond and manage change;
- **LO9** The need and Impact of Business policy and strategy, and their implications for leadership and entrepreneurship;
- **LO10** Contemporary Leadership theories and their application in the management process;
- **LO11** The impact of sustainability, ethics and risk management on business decisions and performance;
- **LO12** Further contemporary issues, such as creativity, enterprise, innovation, e-commerce, knowledge management, and globalisation.

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

On successful completion of this programme, you should be able to:

**Knowledge and Understanding:**

1. Articulate and apply broad and deep knowledge of the main functions of management - including human resource management, marketing and finance, and the critical techniques
2. Demonstrate holistic understanding of organisations and the interactions of the different management roles as required to deal successfully with a wide range of management situations
3. Demonstrate insights into modern management practices and the skills required to manage a business
4. Demonstrate a capacity to explore the challenges that affect organizations, and compare a range of different management techniques used to lead business successfully.

**Intellectual, Practical and Transferable Skills and other attributes:**
1. Communication skills relevant to management, e.g. report writing, presentation, proposing recommendations and group working skills
2. Critical analysis, emphasising the need to question claims and the scope for the transfer of experience
3. The ability to use a range of research and problem-solving techniques - problem definition; identifying the needs and the practical scope for analyses
4. The ability to lead teams to effectively address and resolve complex and/or controversial issues

Values and Attitudes:

**Embodying student values and attitudes:**
1. Display commitment to personal and professional development.
2. Be an engaged individual with a global perspective.
4. Be professionally and personally effective.

**Reflecting the Stirling Management School values:**
1. **Responsible** – adopting the principles of sustainable and ethical business practice in everything that we do
2. **Excellence** – leading the way in how we engage with others to make a difference
3. **Ambition** – shaping our societies and improving business performance by making a lasting impact and transforming the world in which we live
4. **Openness** – friendly and engaging where enquiry, collaboration and exchange are welcome and encouraged

**Reflecting the Muscat College Values and Attitudes:**
1. Promoting Ethical Values
   - Integrity
   - Accountability
   - Professionalism
   - Honesty
   - Openness
   - Objectivity
2. Communicating Information Effectively and Efficiently
3. Understanding, appreciating and respecting Omani heritage, religion and customs

**HOW WILL I LEARN?**

A variety of learning, teaching and assessment strategies are used, reflecting the range of content of the programme:

- There is considerable use of case studies and students are encouraged to examine them critically, comparing experiences and identifying potential lessons while questioning the opportunities to transfer experiences between organisations;
- Many of the modules incorporate simulated management situations, presenting students with imperfect data and sometimes contradictory objectives, developing their capabilities in problem definition and coping with the challenges of applying the textbook techniques.
- Many of the modules lend themselves well to guest lectures and practitioner seminars, which will be arranged using both the Muscat College and Stirling Management School contacts in Omani business and civic life.
- A varied approach is also taken to the assessment strategy i.e. examinations are used to test core knowledge and techniques; 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 problem definition and management communication skills, and capability with
key software packages; presentations (some of which are assessed) provide a test of oral communication skills, as well as providing another mechanism for assessing case study analysis.

The balance of academic and practical approaches to learning, teaching and assessment strategies are achieved through the combined experience of staff within Stirling and Muscat i.e. a staff team that in combination has practical experience, strong relevant research expertise, international perspective and local knowledge.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment criteria are varied, reflecting the range of student outputs, but include expectations on: theoretical knowledge and understanding; critical analysis and linkage of theory to examples of practice; the development of well-evidenced conclusions and recommendations; along with presentation, structure and the standard of written English. Grading is structured by the University of Stirling's Common Marking Scheme: https://www.stir.ac.uk/regulations/undergrad/assessmentandawardofcredit/

Feedback on Assessment

The University takes feedback and feedforward very seriously and, along with the Students’ Union, have developed a Feedback and Feedforward Policy and Student Guidance on Feedback. Full details can be found at http://www.stir.ac.uk/feedback/

Feedback and feedforward can be both informal and formal, and can be provided individually and in groups. It can take many different forms depending on the module’s requirements and will be used in the following ways across the programme:

- discussions in class about the assignment
- reviewing assignment exemplars
- practice assignments
- practising past exam papers
- 'drop in' advice
- guidance given on previous assignments about what to change in the future
- comments from staff or other students
- discussions in supervision meetings
- reflections in learning journals on academic/professional experiences
- Whole class or 'generic' feedback on how an exam question had been tackled
- final marks or awards

Formal feedback on assessment is generally expected to be given within 2 working weeks in Stirling Management School. Our Learning Management System, Canvas, will be used in the electronic submission, marking and feedback dissemination of coursework.

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/about/faculties-and-services/academic-registry/regulations/

WHAT WILL I STUDY?

Total year 1 credit value = 180
Compulsory credits = 180
Option credits = n/a

Compulsory 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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ARO 034a August 2017
Key Features of the Programme (including what makes it distinctive)

Studying management requires exploring the theoretical and practical dimensions of organisations and how they are led and managed. In our programme, this focus is not restricted to the commercial world, including key concepts and principles applicable across the public, private and voluntary sectors. It is a multi-disciplinary approach, encompassing the full range of operations in an organisation – from the role of accounting and finance to organisational behaviour and leadership development. Core subject areas equip students to assess the broad business picture as well as deepen knowledge on specialised areas like marketing and people management. There is a growing emphasis on developing an appreciation of corporate social responsibility, ethical decision-making and managing change. There is a strong practical dimension too. Students learn to master a set of analytical tools and develop critical thinking abilities that will be invaluable in their careers as leaders, managers and entrepreneurs. We challenge students to adapt theory and best management practice to suit local cultural and organisational requirements. The holistic understanding of management gained from this programme prepares our students to thrive in the often dynamic and challenging modern organisational context.

For students in Oman, this programme allows taught modules to be completed within 12 months (followed by a dissertation). Fitting around an Omani schedule of public holidays and traditional patterns of work/vacation, the weekly schedule of evening teaching can be worked around continuing employment. With a combination of flying faculty and local tutor expertise, students will be able to develop their global perspective whilst deepening insights of high local relevance.

READING LIST

Each module description in the programme provides an extensive list of recommended reading in terms of journal papers. Module coordinators will liaise with students to aid their navigation of recommended reading lists according to the learning requirements of the module and students’ specific interests. Listed below are the required and highly recommended reading texts from across the programme.


Section 3 Student Support

SUPPORT FOR STUDENT LEARNING

Induction
Students attending the Stirling Management School MSc Management in Muscat will be inducted in three complementary ways.

Firstly, students will be able to use the online discovery process to create their own ‘Stirling’ information systems and student identity. This provides them with an email address, access to online systems (such as the library and the virtual learning environment (VLE)) and enables them to confirm their registration for the programme.

Secondly, the Stirling programme director along with Muscat colleagues will welcome the students at a series of events in the first week of study. During these induction events, the programme team will explain the operation of the Stirling programme in detail, covering topics such as the programme schedule, Stirling Student services, the online learning environment and how studying at an international centre will be similar or different to studying in Scotland. Students will be able to ask as many questions as they like about the MSc programme, or more generally the University of Stirling during the live induction events.

Thirdly, colleagues from Muscat will introduce students to the College and its facilities, ensuring that students fully understand the local regulations, infrastructure and operational approach.

At an overseas partner institution, you will have access to some of the on-line support materials (such as Study Skills Support) as well as access to our library resources as well as being given generic pastoral support from your local partner institution.

In addition, Stirling Management School have appointed International Directors for each partner, and an Associate Dean for Internationalisation, who visit the partners at least annually, and are available to provide support to you on these visits if you request it.

General Support: Local partner institutions will provide you with further information about general support and guidance available in country.

Study Skills Support
Student Learning Services 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 with the University and for you to become an independent, successful learner during your time with University. As you will study for your degree at a partner institution, you will have access to the online study skills support tools available via the VLE, Canvas.

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

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/

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. The University introduced a new programme of module evaluations in 2015 using the EvaSys system. 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/](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/](http://www.stir.ac.uk/academicpolicy/handbook/review-and-monitoring/)

**External Examiner(s) (To be added following Stage 2 approval)**
Name of External Examiner: Prof Nicholas O Regan
Institution: University of West of England

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**Section 5 My Future**

**WHAT KIND OF CAREER MIGHT I GO ON TO?**

*What career avenues does this qualification open up to the student?*

There is a high demand for professionals with management skills. Employers of our graduates span the world. Our alumni occupy a variety of positions throughout the private, public and voluntary sectors. Our students are generally very adaptable and have, after graduation, secured roles that include: research analyst, relationship manager, salesforce developer, strategic planning manager and commercial account manager. Our alumni work across all sectors in management, marketing and advertising, government administration, banking and finance. Organisations ranging from the UK’s National Health Service to management consultancies to HSBC in banking have recruited our postgraduate management students.

Postgraduate education on University of Stirling Management School programmes goes beyond textbooks and lecture rooms by also focusing on professional and personal development. Our management in practice module which begins the academic curriculum, equips students with the awareness, knowledge and techniques essential for building a successful career. These range from practical skills, like effective public speaking, to developing ways to work under pressure in difficult situations and manage conflict.

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

*Connected*
• with their discipline(s) knowledge, understanding and skills with a range of complex real world issues;
• with contributions from alumni, private, public and third sector to develop their employability skills;
• with knowledge, experiences and people providing different perspectives, to understand different cultures, beliefs and traditions; and
• work with one another as an inclusive learning community and with the wider community and communicate effectively through digital and other media.

Innovative
• through active and ethical research;
• through using the latest global research and new technologies to develop new understandings and creative solutions;
• through independent critical and reflective thinking; and
• through identifying opportunities to improve what they do and taking action.

Transformative
• through your intellectual and cultural passion and excellence;
• through sharing new perspectives and broadening your horizons;
• through being professional, adaptable and resilient and equipped to succeed in local and global environments; and
• through being active global citizens who are socially, culturally and environmentally aware.

WHAT STUDY ABROAD OPPORTUNITIES ARE AVAILABLE?

None available with this accelerated programme.

WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?

Though the accelerated nature of this programme does not afford the direct opportunity for periods of industrial placement, the module experience across the programme is directly related to, and reflective of, numerous areas that are key to management roles and activity. As outlined in Section 2, above, there is linkage between theory and practice throughout, including case study learning, guest speakers, and industry-focused projects/assignments, culminating with the potential for a 60 credit consultancy project or management dissertation, where students will undertake their research towards addressing a ‘live’ management issue.

WHAT FURTHER STUDY OPTIONS ARE AVAILABLE TO ME?

What programmes of study could the student go on to after successfully completing this one?

As a level 11 qualification, successful performance in an MSc in Management could lay the foundation of an application for doctoral study. Depending on the institution, such an opportunity would be subject to a wide range of factors (availability, entry criteria, mode of study etc.). The dissertation / consultancy project will provide the opportunity for students to test their research skills whilst examining a management topic of interest... this experience will provide useful insights as to the suitability of a student for doctoral study.

WHAT OTHER INFORMATION DO I NEED TO KNOW?

Information that should be displayed at module registration and/or on the Degree Programme Table webpages to help students understand any programme specific requirements or agreed exceptions to regulations. This could also include useful information that will enable a student to decide to take this programme, prepare for the programme, or that will be useful to them on completion of the programme e.g. professional recognition/accreditations etc.

n/a
## Section 6 Admissions

### HOW DO I ENTER THE PROGRAMME?

**Admissions Criteria as submitted to the Ministry of Education**

- Honours degree with grade of 2.1 and above preferred.
- Applicants without these formal qualifications but with significant appropriate/relevant work experience (a minimum of 10 years’ experience after completing HND) are encouraged to apply.

### English Requirements

IELTS 6.0 (with a minimum of 5.5 in all sub-skills) or equivalent.

[http://www.stir.ac.uk/postgraduate/how-to-apply/](http://www.stir.ac.uk/postgraduate/how-to-apply/)

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Date Version Approved: **May 2018**  
For use from: **2018/19**