# Programme Specification ARO 034a

## Section 1 Key Facts

<table>
<thead>
<tr>
<th>Awarding Body</th>
<th>University of Stirling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner Institution</td>
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</tr>
<tr>
<td><strong>Programme Name</strong></td>
<td>MSc Marketing</td>
</tr>
<tr>
<td><strong>Pathways available:</strong></td>
<td>MSc Marketing with Brand Management</td>
</tr>
<tr>
<td></td>
<td>MSc Marketing with Retail</td>
</tr>
<tr>
<td>Award</td>
<td>Master of Science / PG Diploma / PG Certificate</td>
</tr>
<tr>
<td>Faculty</td>
<td>Stirling Management School</td>
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<td><strong>Division</strong> (if applicable)</td>
<td>Marketing &amp; Retail</td>
</tr>
<tr>
<td>UCAS Code (UG only)</td>
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<tr>
<td><strong>Programme Code</strong></td>
<td>TXX44-MKT</td>
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<tr>
<td><strong>Mode of Study</strong></td>
<td>Full Time ☒ Part-Time ☒</td>
</tr>
<tr>
<td><strong>Location/Method of Study</strong></td>
<td>On Campus – UK ☒</td>
</tr>
<tr>
<td>Admission Points</td>
<td>September ☒</td>
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<td><strong>Length of Programme</strong></td>
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</tr>
<tr>
<td><strong>SCQF Level</strong></td>
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<tr>
<td><strong>Total Credit Value</strong></td>
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<tr>
<td><strong>ECTS Credit Value</strong></td>
<td>90</td>
</tr>
<tr>
<td>Relevant <strong>QAA Subject Benchmark</strong></td>
<td>Business and Management (2015)</td>
</tr>
<tr>
<td><strong>Professional Body Accreditation</strong> (all relevant accreditations to be listed)</td>
<td>Name of accrediting body: The Chartered Institute of Marketing (CIM)</td>
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<tr>
<td></td>
<td>Required for programme: No</td>
</tr>
<tr>
<td></td>
<td>Date of Accreditation: 01 / 06 / 2015</td>
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<td></td>
<td>Date of Renewal: 01 / 06 / 2019</td>
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<tr>
<td>Programme Director</td>
<td>Dr Keri Davies</td>
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<tr>
<td>Advisor of Studies</td>
<td>Dr Keri Davies</td>
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<tr>
<td>Programme Approved</td>
<td>1993</td>
</tr>
<tr>
<td>Last Updated</td>
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Section 2 Overview

PROGRAMME SUMMARY

Our University of Stirling Management School’s Marketing Division ranks among the top in the country. We’re 2nd in Scotland and top 10 in the UK (Complete University Guide 2019).

Marketing is about creating, communicating and delivering exchanges of value between an organisation and its customers that satisfy the customer, the organisation and society at large. Our Masters in Marketing course gives you the opportunity to gain a theoretical and practical understanding of marketing, and its role within organisations.

You’ll learn about the practice and theory of modern marketing, as well as current business trends in the areas of brand identity creation, multi-channel marketing and sport marketing.

Our MSc Marketing course was one of the first in the country to be accredited by the Chartered Institute of Marketing (CIM). Our CIM accreditation means that when you successfully complete the course, it’s easier to gain a Professional Diploma in Marketing. Two of the Diploma modules will be waived, meaning you’ll only need to complete the remaining two modules (versus completing all four), in order to gain a Professional Diploma in Marketing. This will give you a competitive edge when embarking on your career.

Our research-led teaching approach is a key strength of this course. In addition to consistently engaging in academic literature through weekly readings and module assessments, the course gives you a number of opportunities to apply concepts, theories and frameworks to practical aspects. You’re offered the opportunity to collaborate with organisations across a wide-variety of organisations including non-profits, third-sector and small-medium enterprises (SMEs).

Degree Pathways
This course is aimed primarily at students wishing to convert from other disciplines or those who wish to gain a qualification that will validate their work experiences. Additionally, you can gain recognition of your interest in a specific area of Marketing through our named pathways. You can work towards our core Masters degree, the MSc Marketing, or opt to specialise in one of the following pathways of study by the end of Semester 2:

MSc Marketing with Brand Management
This pathway offers you the opportunity to focus more on the specifics of developing and using brands.

MSc Marketing with Retail
You’ll have the opportunity to acquire and extend your knowledge in the area of retailing. The retail sector is a major employer throughout the world and one which requires a sound skill set in order to be able to manage profitable interactions with suppliers and consumers.

Both of our pathways are modular. If you take either pathway you’ll take the same three core topics of study in Semester 1, to provide you with a depth of relevant and up-to-date marketing knowledge.

Then you can choose to specialise in either Brand Management or Retail, by taking related specialist modules. To complete your MSc, you’re given the opportunity to showcase your learning through either an individual dissertation or a group research project in the area of branding or retail.

Key Features of the Programme (including what makes it distinctive)
- We are ranked 2nd in Scotland and top 10 in the UK for Marketing (The Complete University Guide 2019);
- You will have the opportunity to work on a real life consultancy-style project within a business;
- Our Flying Start Leadership Programme helps you develop self-awareness about your strengths and acquire new skills in a supportive environment.
PROGRAMME AIMS

On successful completion of this programme, you should have:

1. A critical understanding of business and marketing from both academic and practitioner perspectives;
2. An appreciation of the theoretical foundations of marketing alongside current and emerging practitioner applications including marketing decisions, consumer behaviour and market research methods;
3. The ability to understand the development of marketing strategies appropriate for different organisations and sectors;
4. An understanding of the impact of environmental forces on organisations;
5. Knowledge of the processes and applications in the production, distribution and marketing of goods and / or services;
6. A critical understanding of the impact of sustainability, stakeholder management, ethics, and risk management of marketing decisions and performance;
7. A deep appreciation of customers, including customer expectations, service and orientation;
8. Knowledge of the application of marketing theory in both physical and virtual environments and the related performance analytics;
9. An awareness of how to undertake qualitative and quantitative research and apply this knowledge in different contexts;
10. The comprehension and use of relevant communication and information technologies for application in business and marketing;
11. An ability to interact and study with others and to constructively practice multiple management skills including communication, problem-solving, data analysis, independent action and teamwork;
12. An appreciation of contemporary issues in marketing;
14. The competence to develop transferable intellectual and study skills which will encourage a positive attitude to continuing personal development and lifelong learning.

WHAT WILL I BE EXPECTED TO ACHIEVE?

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

Knowledge and Understanding:
1. Students should be able to show knowledge and understanding of the significant and fast-moving changes taking place in one of the most important business disciplines in any modern economy. You will have a better understanding of the compromises that businesses have to make to balance customer satisfaction with internal efficiency, market effectiveness and environmental concerns.
2. Students should be aware of the need to nurture and consolidate a customer-focused management approach in a variety of different market settings, organisational types and policy situations.
3. Students should be able to design, plan, implement and evaluate research-based marketing strategies.
4. They can evaluate many of the ethical issues that may arise from marketing activities and to understand the impact that marketing has on society in general.
5. Students should be able to conduct research into contemporary marketing practices.

Intellectual, Practical and Transferable Skills and other graduate attributes:
1. Students will demonstrate the ability to collaborate effectively with others in a professional business manner, as both members and leaders of teams, and be able to demonstrate their use of different management techniques depending on context.
2. They should have an understanding of the cultural context of team work and how to get the best out of colleagues from different cultures and ethnicities.
3. Self-management and continuing personal development – students will learn how to manage their own time and their contribution to a group. Students will be able to consider the advantages of talking about different approaches to problem-solving and have an opportunity to reflect on their own behaviour. In particular, they will be asked to address any negative issues in their own behaviour or that of other group members, in order to promote the work of the group, and to consider ways in which the issues can be
addressed to the benefit of all parties.
4. Students will be able to demonstrate the ability to analyse, diagnose and evaluate a range of theories as they relate to the theoretical and conceptual frameworks of marketing and management.
5. Students will be able to solve business problems by identifying and critically evaluating the implications of marketing decisions, using both quantitative and qualitative approaches and techniques.

Values and Attitudes:
1. Students will demonstrate the ability to collaborate effectively with others in a professional business manner, as both members and leaders of teams, and be able to demonstrate their use of different management techniques depending on context.
2. They should have an understanding of the cultural context of team work and how to get the best out of colleagues from different cultures and ethnicities.
3. Students should demonstrate sensitivity to ethical issues within marketing and to how marketing solutions may be perceived by the wider public as well as the groups being targeted.
4. Self-management and continuing personal development – students will learn how to manage their own time and their contribution to a group. Students will be able to consider the advantages of talking about different approaches to problem-solving and have an opportunity to reflect on their own behaviour. In particular, they will be asked to address any negative issues in their own behavior or that of other group members, in order to promote the work of the group, and to consider ways in which the issues can be addressed to the benefit of all parties.

HOW WILL I LEARN?
Outline of the teaching methods and approach to be used on the programme.

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.

Semester One (September-December) provides an introduction to the core marketing concepts required as a foundation for your new role as a marketing professional. You are also encouraged to explore your personal brand and to consider the directions in which you want to develop after your studies. Using a personality profile technique you will learn about your approach to decision-making, your communication style, the manner in which you develop working relationships and any possible blind spots. Our aim is to encourage independent, creative thinkers who know how to communicate their views and values to others, including potential employers. Many of these lessons can then be tested through the experience of the group working in Semester One.

Semester Two (January-May) allows you to build up your knowledge of specific marketing areas that interest you, such as Brand Marketing, Digital Marketing or Social Marketing. These modules introduce you to academic concepts, industry issues and problems and some of the research techniques used to study and manage organisations in those areas. You will also take part in a consultative project working with outside clients where your new knowledge will be tested on a real-life problem.

Semester Three (June-Aug) allows you to showcase your skills in either an individual or group dissertation. This looks for the creation of new knowledge through an understanding of the existing literature, the identification of a research lacuna, the application of your research and analytical skills, and the provision of thought-through conclusions.

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, examinations, 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.

Exams are used to evaluate student learning; measure your understanding of specific content; evaluate skills level growth and academic achievement.

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
There are no exceptions to the assessment regulations for this programme.

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 = 140
Option credits = 40

Compulsory Modules

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<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>Responsible Marketing Management</td>
<td>MKTP001</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Strategic Marketing Practice</td>
<td>MKTP002</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Marketing Communications and the Consumer</td>
<td>MKTP003</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Marketing Management Applications</td>
<td>MKTP004</td>
<td>20</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Knowledge Management and Practice</td>
<td>MKTP006</td>
<td>60</td>
<td>Autumn / Spring</td>
<td>11</td>
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Option Modules – you may choose one of the following modules to take DELETE IF NOT REQUIRED

<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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</thead>
<tbody>
<tr>
<td>2 modules from*:</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Brand Marketing</td>
<td>MKTP010</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Retail Marketing</td>
<td>MKTP012</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Sport Marketing</td>
<td>MKTP022</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Multi-Channel Marketing and Retail</td>
<td>MKTP024</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Plus 2 modules from*:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Marketing and Advertising</td>
<td>MKTP011</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Marketing &amp; the Supply Chain</td>
<td>MKTP013</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Social Marketing</td>
<td>MKTP021</td>
<td>10</td>
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*Students wishing to complete the MSc Marketing with Retail degree MUST select:

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Credits</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Marketing</td>
<td>MKTP012</td>
<td>10</td>
<td>Spring 11</td>
</tr>
<tr>
<td>Marketing &amp; the Supply Chain</td>
<td>MKTP013</td>
<td>10</td>
<td>Spring 11</td>
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*Students wishing to complete the MSc Marketing with Brand Management degree MUST select:

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Credits</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Marketing</td>
<td>MKTP010</td>
<td>10</td>
<td>Spring 11</td>
</tr>
<tr>
<td>Digital Marketing and Advertising</td>
<td>MKTP011</td>
<td>10</td>
<td>Spring 11</td>
</tr>
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</table>

**READING LIST**

Required and Recommended Reading for the Programme

**MKTP001**

**MKTP002**

**MKTP003**

**MKTP006**

**MKTP010**

**MKTP011**

**MKTP013**

**MKTP021**

**MKTP022**

**MKTP024**

**Section 3 Student Support**

**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
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 the 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 Feedback Committees (SSFC)**
Student/Staff Feedback Committees will meet twice per semester, and shall routinely address issues arising from student feedback on modules and the programme overall, 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 any issues that arose during the semester, how these were resolved, and will highlight 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 SSFCs 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)
Name of External Examiner: Dr Ebrahim Mirandi
Institution: University of Bath

Section 5 My Future

WHAT KIND OF CAREER MIGHT I GO ON TO?

What career avenues does this qualification open up to the student?
Career opportunities exist not only in manufacturing and services but increasingly in the public, social and non-profit sectors. Since the introduction of the course twenty-five years ago, our graduates have gone on to build careers in a variety of sectors around the world. They have found employment as brand managers, public relations consultants and advertising account executives, amongst others. Early career opportunities exist not only in manufacturing and services but increasingly in public, social enterprises and non-profit sectors. Well-known brands include: the United Nations, eBay, EDRINGTON-Beam SUNTORY, Bloomberg, Pepsico, Yves Saint Laurent, Nokia, Marks & Spencer, Louis Vuitton, MEROÊ (Dubai), and Canon.

The Stirling Management School has a dedicated Employability Manager whose role is to provide support for students to help them develop skills that will prepare them for the workplace. The Employability Manager has regular contact with employers and brings them to the campus to meet students. We also work closely with the University’s Career Development Centre who offer a wide range of services and support for international students.

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

Connected

Students will develop their knowledge and understanding of the significant and fast-moving changes taking place in one of the most important business disciplines in any modern economy. They will have a better understanding of the compromises that businesses have to make to balance customer satisfaction with internal efficiency, market effectiveness and environmental concerns.

The programme uses a range of approaches and examples drawn from different economies, cultures etc. More importantly, however, the group work brings each student into intimate contact with their colleagues and thus with a mix of personalities, cultures, or languages. This show students some of the problems of international business and helps them to develop their own approaches to solving the issues that may arise.

Our use of significant levels of group work requires students to collaborate in a professional manner and, ideally, to incorporate ideas and views from each group member. The reflective elements used throughout our assessments ensure that each student has to consider a range of different viewpoints on the choices that they made and to consider what they would do differently in the future.

The students have to communicate within their groups and with academic staff through their chosen
digital media. First, they must use the most efficient means to gather the information required for any assessment. Second, they are encouraged to explore different ways of interpreting their results and of presenting their final views in their responses to the questions posed in our assessment profiles. They must also consider the best means by which their marketing messages might be communicated to their target market, depending on social, cultural, economic and language barriers.

Innovative
The majority of the staff teaching on the MSc Marketing are research-active and they are encouraged to bring that ethos into their teaching whenever possible. This may encompass specific new concepts or theories (a recent example would be the growing importance of platforms and network effects in digital marketing), their experience of research techniques and issues (such as the use of netnography or research amongst vulnerable consumers), or marketing fields that are often over-looked in programmes, such as social marketing or sustainability.

The MSc is also lucky to be able to call on the expertise of a number of marketing practitioners who are able to share their deep knowledge of their specific fields, along with their experiences of how organisations across marketing actually work and how they interact with one another.

The staff teaching on the MSc Marketing use a range of traditional and innovative techniques in combination in order to challenge students to improve their skills. These include:

1. The provision of the Insights® Discovery Personal Profile as part of the programme to encourage students to develop their own personal brand.
2. The Markstrat computer-based simulation is used both to teach the principles of strategic marketing and to reinforce the issues around working in groups and how to resolve personal conflicts.
3. The integration of industry-level modules from the HubSpot Academy into the Digital Marketing module.
4. In addition to the specific elective module on Digital Marketing, the digital elements of marketing are integrated throughout the programme. This is necessary because all elements of the marketing business and profession are now influenced by digital trends, even if a decision has been made to remain with analog methods. This approach allows both staff and students to consider the relative merits of different approaches, rather than assuming that ‘new’ is always the best possible solution.
5. Depending on the module and the problems set, students are encouraged to be innovative in their approaches to the assessments they have been set. The written word is not the only way for some of their work to be presented, even if it is not explicitly called for by the staff involved.

Transformative
The group work encourages students to be professional in their approach to their own work and that of their colleagues. It also provides them with a relatively safe space in which to practice their skills and to collaborate to overcome any challenges.

The cases and materials discussed in the programme emphasize the active nature of business in the creation and reproduction of economic, social and cultural practices. This allows students to consider the ethical and environmental dimensions of a topic alongside the immediate business concerns, and to consider the need for accommodations to local practices.

The assessment methods reward students who engage deeply with the materials and, in particular, those who reflect on their own performances or see the links between the things that they are doing and wider business practice/ theory.

WHAT STUDY ABROAD OPPORTUNITIES ARE AVAILABLE?
None are offered directly through the MSc in Marketing. A range of the activities employed on this MSc programme allow students to engage with and draw on the different business and cultural backgrounds of their fellow students. This can lead them to a better understanding of the different approaches to analyzing and solving business problems employed in different societies and economies.
**WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?**

No placement opportunities are made available through the MSc in Marketing. Our students are eligible to apply post-graduation for university-linked internships that are offered on a competitive basis.

**WHAT FURTHER STUDY OPTIONS ARE AVAILABLE TO ME?**

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

**WHAT OTHER INFORMATION DO I NEED TO KNOW?**

n/a

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**Section 6 Admissions**

**HOW DO I ENTER THE PROGRAMME?**

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

**English Language Requirements**

If English is not your first language you must have one of the following qualifications as evidence of your English language skills:

- IELTS: 6.0 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 C or above
- Pearson Test of English (Academic): 54 with 51 in each component
- IBT TOEFL: 80 with no subtext less than 17

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Version: 2018.V1
Date Version Approved: June 2018
For use from: 2017/18