Programme Specification and Curriculum Map for BA (Hons) Business Management (Marketing)

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| 1. Programme title | Business Management (Marketing) |
| 2. Awarding institution  | Middlesex University |
| 3. Teaching institution  | Middlesex University |
| 4. Programme accredited by  |  |
| 5. Final qualification  | Bachelor of Arts (Honours)  |
| 6. Academic year | 2014-15 |
| 7. Language of study | English |
| 8. Mode of study | Full Time / Part Time / Distance Learning / Thick Sandwich |

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| **9.** **Criteria for admission to the programme** |
| For year one admission, Middlesex University general entry requirements apply, including GCSE’s (grade A to C) in mathematics and English language. Applicants whose first language is not English are required to achieve 6.0 in IELTS overall (with a minimum of 5.5 in each component) or an equivalent qualification recognised by Middlesex University.For entry with advanced standing to year 2 (or final year), candidates must have achieved both 120 credits at level one (or 240 credits including 100 at level two) and must have successfully met the relevant learning outcome and syllabus requirements of the programme. The equivalence of qualifications from outside UK will be determined according to NARIC guidelines. |

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| **10.** **Aims of the programme** |
| The programme aims to provide students with the skills and knowledge to build a successful management career with a specialism in marketing, in a wide range of businesses, governmental and third sector organisations. Emphasis is placed on the applications of models and techniques necessary to achieve superior performance in business organisations. The programme develops skills in analysis and planning, and develops the ability to solve business problems, including management and marketing problems.  |

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| **11. Programme outcomes** |
| **A. Knowledge and understanding**On completion of this programme the successful student will have knowledge and understanding of :Stakeholders: their expectations and behaviour;The environment of business and its impact on strategy;Design, production and distribution of products and services;Business resources: acquisition, application and control;Business process: planning. Improvement and control;Organisations: their functions, structure and management Marketing issues in services and small businesses | Teaching/learning methodsStudents gain knowledge and understanding through guided reading of textbooks, journals and course notes; on-line and in-class exercises; lectures, workshops and seminars.**Assessment methods**Students’ knowledge and understanding is assessed by in-class and on-line objective tests, examinations and written assignments.  |
| **B. Cognitive (thinking) skills**On completion of this programme the successful student will be able to:Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices;Apply concepts, models and theories to analyse situations;Identify, evaluate and construct arguments;Demonstrate self awareness and sensitivity to others;Take and defend a decision or proposition on a given issue, considering commercial, ethical and other factors;Create and evaluate solutions to given problems.Analyse a marketing related situation and devise alternative responses | **Teaching/learning methods**Students learn cognitive skills through individual and group exercises and case; tutor-led seminars and class discussions. Feedback on assessments. **Assessment methods**Students’ cognitive skills are assessed by essays, oral presentations and written examinations, sometimes based on case analysis. |
| **C. Practical skills**On completion of the programme the successful student will be able to:Locate, categorise, prioritise, and synthesise information necessary for business purposes;Interpret business reports and evaluate performance;Select and apply business monitoring and control techniques;Set objectives for business change and plan implementation;Identify and demonstrate interpersonal skills appropriate to a given business situationDevelop marketing objectives and plans using marketing tools, technologies and processes | **Teaching/learning methods**Students learn practical skills through workshops, simulations, role-plays, individual and group case analysis and problem solving.**Assessment methods**Students’ practical skills are assessed by individual and group exercises, individual assignments and examinations. |
| **D. Graduate skills**On completion of this programme the successful student will be able to:Clarify career objectives & develop plans to achieve themLearn flexibly and effectively from diverse opportunitiesCommunicate persuasively using a range of mediaContribute positively to team performanceUse ICT to improve personal productivityCollect, analyse and critically interpret numerical data | **Teaching/learning methods**Students acquire graduate skills through participation in activities built into individual modules (e.g. group presentations) and also through individual forms of written and aural reflection. The use of ICT and numerical data is embedded into modules throughout.Assessment methodsStudents’ graduate skills are assessed by participation in group activities and though individual reflection. Competence in IT and the interpretation of numerical data is a prerequisite for the completion of assessments throughout.  |

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| **12. Programme structure (levels, modules, credits and progression requirements)** |
| **12.1 Overall structure of the programme** |
| The programme is studied over three years full-time, or four years if the option of a 12 month placement is taken. Students study four 30 credit modules per year. The first year comprises of four compulsory modules. These modules are designed to bring all students to a standard level of academic competence and provide the foundations in the skills and knowledge needed to pursue further specialised study in marketing. In the second year students study three compulsory modules building on knowledge acquired in first year modules, but also broadening knowledge into essential issues needed to study business organisations: the behaviour of people in organisations, the organisation of resources within organisations and an understanding of the external environment in which business operates. In the second year students are also able to undertake one out of three Marketing options; Brand Management, Consumer Behaviour or Enterprise and Small Business Marketing. Students entering directly into the second year – after confirmation of pre-accreditation of their first two years’ study to equivalent learning outcomes elsewhere- will study the same compulsory modules and will be able to choose from the same optional modules as existing students.In the final year students on this pathway will study two compulsory modules designed to advance skills and knowledge appropriate to graduate level. These are modules in strategic management and in services marketing. In the final year students are also able to undertake two options from a wider list of specialist marketing modules; E-Marketing and Social Media, Public Relations, Advertising and Promotion and New Venture Management. Undertaking a research project and work based learning are also offered as options to third year students. Students following the top-up specialist degree entering directly into the final year – after confirmation of pre-accreditation of their first two years’ study to equivalent learning outcomes elsewhere – will study the same two compulsory modules, a third compulsory module “applied management” which will allow some degree of programme orientation and integration and one Marketing optional module.  |

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| **12.2 Levels and modules**  |
| **Level 4**  |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:FIN1110 - Financial Aspects of BusinessMKT1120 - Marketing Theory and PracticeHRM1004 - Management and Organisations MSO1730 - Applications & Research in Management  | None | Students must pass 90 credits to progress to level 5 |

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| **Level 5** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT2220 - Operations Management HRM2000 - Work and Organisation BehaviourMGT2545 - Business Environment Analysis | Students must choose 1 from the following:MKT2236 - Brand ManagementMKT2242 - Consumer BehaviourMKT2290 - Entrepreneurship and Small Business Marketing | Students must pass 180 credits to progress to level 6. |
| **Placement opportunities** |
| MBS3331/MBS3332 Optional Work Placement 120 Credits (or)MBS2333 (Developing Employability through work Placement) in the summer of Level 4 and MBS3431 & MBS3432 (Work Placement Project) in the summer of Level 5 |
| **Level 6** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT3170 - Strategic ManagementMKT3125 - Services Marketing Management | Students must also choose 2 from the following:MKT3128 - Public Relations and Corporate Reputation ManagementMKT3151 - Creative Advertising and PromotionMKT3390 - New Venture Management (pre-req-MKT2290)MKT3033 - E-marketing and Social MediaMKT3130 - International MarketingMBS3012 - Consulting in OrganisationsMBS3001 - Work InternshipMGT3999 - Research Project |  |
| **Level 6 DIRECT ENTRY (TOP-UP) STUDENTS** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT3170 - Strategic ManagementMKT3125 - Services Marketing ManagementMGT3000 - Applied Management | Students must also choose 1 from the following:MKT3128 - Public Relations and Corporate Reputation ManagementMKT3151 - Creative Advertising and PromotionMKT3390 - New Venture Management (pre-req-MKT2290)MKT3033 - E-marketing and Social MediaMKT3130International Marketing MBS3012 - Consulting in OrganisationsMBS3001 - InternshipMGT3999 - Research Project | Students must take all of the following:MGT3170 - Strategic ManagementMKT3125 - Services Marketing ManagementMGT3000 - Applied Management |
| **12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)** |
| Module level | Module code |
| None |

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| **13. A curriculum map relating learning outcomes to modules** |
| **See Curriculum Map Attached** |

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| **14. Information about assessment regulations** |
| Middlesex University and Business School Assessment Regulations apply to this programme, without exception. |

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| **15. Placement opportunities, requirements and support (if applicable)** |
| A 12 month placement is offered at the end of year 2. A dedicated Employability Advisor helps in the search for an appropriate employer and provides students with appropriate Placement. It also provides students with appropriate guidance and support in preparation for, during and after placement. The placement forms the basis for an assessed report based on the organisation. At the start of the placement students are allocated an individual supervisor from Middlesex University Business School who provides support and advice for the duration of the project. All placement reports are double marked. Alternatively, students may opt to take two shorter placements between years 1 and 2 and between years 2 and 3. |

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| **16. Future careers (if applicable)** |
| The programme aims to provide students with the skills and knowledge to build a successful management career with a specialism in marketing, in a wide range of businesses, governmental and third sector organisations. Graduates from this programme may enter a wide range of positions, including marketing assistant, brand executive and business consultant. The combination of marketing expertise and broader business perspective also provides the foundation for graduates to successfully set up and run their own business. The Hendon Campus Careers Service offers students support in planning their career. The Chartered Management Institute also offers career support and guidance to members, highlighting job opportunities for graduates.  |

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| **17. Particular support for learning**  |
| * English Language Support and Numeracy support offered by the Learner Development Unit
* Library-based learning resources
* Student Achievement Advisors
* Programme Handbook and Module Handbooks
* Induction and orientation programme
* Access to student counsellors
* Student e-mail and UniHub
* Module information and learning/support material on MyUniHub
* Guest lectures
* Tutor support through published office hours
* Disability support to ensure all students can actively participate in university life
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| **18. JACS code (or other relevant coding system)** | N120 |
| **19. Relevant QAA subject benchmark group(s)** | General Business and Management |

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| **20. Reference points** |
| * QAA and Middlesex University Guidelines for programme specifications
* Middlesex University Regulations
* Middlesex University Learning Framework – Programme Design Guidance, 2012
* QAA Subject Benchmark in Business & Management
* QAA Framework for Higher Education Qualifications (FHEQ)
* QAA Codes of Practice
* CMI guidelines
* Middlesex University/Business School Teaching, Learning and Assessment Strategy
* Middlesex University Regulations
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| **21. Other information** |
| Methods for evaluating and improving the quality and standards of learning are:* External Examiner Reports
* Annual Quality Monitoring Reports
* Boards of Study
* Student focus group
* National Student Survey
* Module evaluation and report
* Peer teaching observations
* Student evaluation
* Validation and review panels

Indicators of quality:* Student achievement
* Buoyant enrolment
* Student feedback evaluation forms
* External examiners reports
* Student employability

See Middlesex university’s Learning and Quality Enhancement Handbook for further information |

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the student programme handbook and the University Regulations.

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the programme handbook and the University Regulations.

Curriculum map for BA (Hons) Business Management (Marketing)

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

**Programme learning outcomes**

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| --- | --- |
| Knowledge and understanding | Practical skills |
| A1 | Stakeholders: their expectations and behaviour; | C1 | Locate, categorise, prioritise, and synthesise information necessary for business purposes; |
| A2 | The environment of business and its impact on strategy; | C2 | Interpret business reports and evaluate performance; |
| A3 | Design, production and distribution of products and services; | C3 | Select and apply business monitoring and control techniques; |
| A4 | Business resources: acquisition, application and control; | C4 | Set objectives for business change and plan implementation; |
| A5 | Business process: planning. Improvement and control; | C5 | Identify and demonstrate interpersonal skills appropriate to a given business situation |
| A6 | Organisations: their functions, structure and management | C6 | Develop marketing objectives and actions/campaigns using marketing tools, technologies and processes |
| A7 | Marketing issues in services and small businesses |  |  |
| Cognitive skills | Graduate Skills |
| B1 | Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices; | D1 | Clarify career objectives & develop plans to achieve them |
| B2 | Apply concepts, models and theories to analyse situations; | D2 | Learn flexibly and effectively from diverse opportunities |
| B3 | Identify, evaluate and construct arguments; | D3 | Communicate persuasively using a range of media |
| B4 | Demonstrate self awareness and sensitivity to others; | D4 | Contribute positively to team performance |
| B5 | Take and defend a decision or proposition on a given issue, considering commercial, ethical and other factors; | D5 | Use ICT to improve personal productivity |
| B6 | Create and evaluate solutions to given problems. | D6 | Collect, analyse and critically interpret numerical data |
| B7 | Analyse a marketing related situation and devise alternative responses |  |  |

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| Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 |
| Highest level achieved by all graduates |
| 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 |

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| Compulsory Module Title  | Module Code | Programme outcomes |
|  | by Level | A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 |
| Financial Aspects of Business | FIN1110 |  | X |  | X |  |  |  | X | X |  |  |  | X |  | X | X | X |  |  |  |  |  |  |  |  | X |
| Management and Organisations | HRM1004 | X | X |  |  |  | X |  | X | X | X |  |  |  |  |  |  |  |  | X |  |  | X | X |  | X |  |
| Marketing Theory and Practice | MKT1120 | X | X |  |  | X |  | X | X | X | X | X | X | X | X | X | X |  |  | X | x |  |  | X | X | X | X |
| Applications and Research in Management | MSO1730 |  |  |  |  | X |  |  |  | X |  |  |  | X |  | X | X | X |  |  |  |  | X | X |  | X | X |
| Work and Organisation Behaviour | HRM2000 | X | X |  |  |  |  |  | X | X | X |  | X |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Operations Management | MGT2220 |  |  | X | X | X |  |  | X | X |  |  |  | X |  | X | X | X | X |  |  |  | X |  |  | X | X |
| Business Environment Analysis | MGT2545 | X | X |  |  |  | X |  | X | X | X | X | X | X |  | X |  |  | X |  |  |  |  | X | X |  |  |
| Strategic Management | MGT3170 | x | x | x | X | x |  |  | X | X | X |  | X | X |  | X | X |  | X | X |  | X |  | X | X |  |  |
| Services Marketing Management | MKT3125 | X |  | x |  | X | X | x | X | X | X |  | X | X | X | X |  |  |  |  | x |  | X | X |  |  |  |
| Applied Management | MGT3000 | X | X |  | X |  |  |  | X | X |  |  |  | X | X | X | X | X | X |  |  |  | X | X | X |  | X |



Programme Specification and Curriculum Map for BA (Hons) Business Management (Supply Chain Management)

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| **1. Programme title** | BA Business Management (Supply Chain Management) |
| **2. Awarding institution**  | Middlesex University |
| **3. Teaching institution**  | Middlesex University |
| **4. Programme accredited by**  |  |
| **5. Final qualification**  | Bachelor of Arts (Honours)  |
| **6. Academic year** | 2014-15 |
| **7. Language of study** | English |
| **8. Mode of study** | Full Time / Part Time / Distance Learning / Thick Sandwich |

**9. Criteria for admission to the programme**

For year one admission, Middlesex University general entry requirements apply, including GCSE’s (grade A to C) in mathematics and English language. Applicants whose first language is not English are required to achieve 6.0 in IELTS overall (with a minimum of 5.5 in each component) or an equivalent qualification recognised by Middlesex University.

For entry with advanced standing to year 2 (or final year), candidates must have achieved both 120 credits at level one (or 240 credits including 100 at level two) and must have successfully met the relevant learning outcome and syllabus requirements of the programme.

The equivalence of qualifications from outside UK will be determined according to NARIC guidelines.

**10. Aims of the programme**

The programme aims to: explore the factors contributing to business success, particularly the role of management. Emphasis is placed on the applications of models and techniques necessary to achieve superior performance in business organisations. The programme develops skills in analysis and planning, develops the ability to solve business and management problems, and provide a solid grounding in supply chain management theory and application to manage supply chains in a wide range of sectors and environments and to contribute to business effectiveness.

**11. Programme outcomes**

**A. Knowledge and understanding**

On completion of this programme the successful student will have knowledge and understanding of:

1. Stakeholders: their expectations and behaviour;
2. The environment of business and its impact on strategy;
3. Design, production and distribution of products and services;
4. Business resources: acquisition, application and control;
5. Business process: planning. Improvement and control;
6. Organisations: their functions, structure and management;
7. Supply Chain management theory and application in business

 ***Teaching/learning methods***

Students gain knowledge and understanding through guided reading of textbooks, journals and course notes; on-line and in-class exercises; lectures, workshops and seminars.

***Assessment Methods***

Students’ knowledge and understanding is assessed by in-class and on-line objective tests, examinations and written assignments.

**B. Cognitive (thinking) skills**

On completion of this programme the successful student will be able to:

1. Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices;
2. Apply concepts, models and theories to analyse situations;
3. Identify, evaluate and construct arguments;
4. Demonstrate self-awareness and sensitivity to others;
5. Take and defend a decision or proposition on a given issue, considering commercial, ethical and other factors;
6. Create and evaluate solutions to given problems.
7. Analyse supply chain management related issues in a wide range of sectors and environments and devise alternative responses

***Teaching/learning methods***

Students learn cognitive skills through individual and group exercises and case; tutor-led seminars and class discussions. Feedback on assessments.

***Assessment Method***

Students’ cognitive skills are assessed by essays, oral presentations and written examinations, sometimes based on case analysis.

**C. Practical skills**

On completion of the programme the successful student will be able to:

1. Locate, categorise, prioritise, and synthesise information necessary for business purposes;
2. Interpret business reports and evaluate performance;
3. Select and apply business monitoring and control techniques;
4. Set objectives for business change and plan implementation;
5. Identify and demonstrate interpersonal skills appropriate to a given business situation
6. Develop supply chain management objectives and plans using relevant tools, technologies and processes

***Teaching/learning methods***

Students learn practical skills through workshops, simulations, role-plays, individual and group case analysis and problem solving.

***Assessment Method***

Students’ practical skills are assessed by individual and group exercises, individual assignments and examinations.

**D. Graduate Skills**

On completion of this programme the successful student will be able to:

1. Clarify career objectives & develop plans to achieve them
2. Learn flexibly and effectively from diverse opportunities
3. Communicate persuasively using a range of media
4. Contribute positively to team performance
5. Use ICT to improve personal productivity
6. Collect, analyse and critically interpret numerical data

***Teaching/learning methods***

Students acquire graduate skills through team-based activities, including projects, presentations, case study analyses and live projects for external clients. Graduate skills are also developed through independent learning, partly acquired in preparation for seminars, coursework and exams.

***Assessment method***

Students’ graduate skills are assessed by tests, examinations, coursework, presentations and reflective practice assessments.

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| **12. Programme structure (levels, modules, credits and progression requirements)** |
| **12. 1 Overall structure of the programme** |
| The programme is studied over three years full-time or four years if the option of a 12 month placement is taken. Students study four 30 credit modules per year. The first year compromises of four compulsory modules dedicated exclusively to a Business and Management programme. These modules are designed to bring all students to a standard level of academic competence to pursue further study in the subject.In the second year students study three compulsory modules designed to expand knowledge of the behaviour of people in organisations, of operations management and of the business environment. In the second year students are also able to undertake an option from a limited number of management discipline-specific modules, including human resource management, brand management, sustainable products, Spanish and Mandarin. At the end of the second year, students may opt to take a year’s placement before returning to complete their final year of study. Students entering directly into the second year – after confirmation of pre-accreditation of their first two years’ study to equivalent learning outcomes elsewhere – will study the same compulsory modules and will be able to choose from the same optional module as existing students.In the final year students will study three compulsory modules designed to advance skills and knowledge appropriate to graduate level, and with a focus on business and management and supply chain management. These are modules in strategic management, supply chain management, and procurement and sourcing. In the third year students are also able to undertake one option from logistics and operations management modelling. Undertaking a research project and work based learning are also offered as options to third year students.Students following the top-up specialist degree entering directly into year 3 – after confirmation of pre-accreditation of their first two years’ study to equivalent learning outcomes elsewhere – will study the same three compulsory modules and a fourth compulsory module “applied management” which will allow some degree of programme orientation and integration.The Programme structure diagram can be found on pages 12-14 of the handbook. |

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| **12.2 Levels and modules**  |
| **Level 4**  |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:FIN1110 - Financial Aspects of BusinessMKT1122 - Marketing Theory and PracticeHRM1004 - Management and Organisations MSO1730 - Applications & Research in Management | None | Students must pass 90 credits to progress to level 5 |
| **Level 5** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT2220 - Operations Management HRM2003 - Work, Organisation and SocietyMGT2545 - Business Environment Analysis | Students must also choose one from the following:HRM2011 - HRM in a Global ContextMKT2236 - Brand ManagementMGT2600 - Sustainable ProductsMCH2001 - Business communication in MandarinSPA2221 - Business communication Spanish | Students must pass 180 credits to progress to level 6. |
| Placement Opportunities |
| MBS3331/MBS3332 Optional Work Placement 120 Credits (or)MBS2333 (Developing Employability through work Placement) in the summer of Level 4 and MBS3431 & MBS3432 (Work Placement Project) in the summer of Level 5 |
| **Level 6** |
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| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT3170 - Strategic ManagementMGT3335 - Supply Chain ManagementMGT3730 - Procurement and Sourcing | Students must also choose one from the following:MGT3700 - LogisticsMGT3720 - Operations Management ModelingMGT3999 - Research Project |  |

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| **Level 6 DIRECT ENTRY (TOP-UP) STUDENTS** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT3170 - Strategic ManagementMGT3335 - Supply Chain ManagementMGT3000 - Applied ManagementMGT3730 - Procurement and Sourcing | None |  |

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| **12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)** |
| Module level | Module code |
| None |  |
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| **13. Curriculum map** |
| See Curriculum Map attached |

**14. Information about assessment regulations**

Middlesex University and Business School Assessment Regulations apply to this programme, without exception.

**15. Placement opportunities, requirements and support (if applicable)**

A 12 month placement is offered at the end of year 2. A dedicated Employability Advisor helps in the search for an appropriate employer and provides students with appropriate Placement. It also provides students with appropriate guidance and support in preparation for during and after placement. The placement forms the basis for an assessed report based on the organisation. At the start of the placement students are allocated an individual supervisor from Middlesex University Business School who provides support and advice for the duration of the project. All placement reports are double marked.

Alternatively, students may opt to take two shorter placements between years 1 and 2 and between years 2 and 3.

**16. Future careers (if applicable)**

The programme aims to provide students with the skills and knowledge to build a successful management career with a specialism in supply chain management, in a wide range of businesses, governmental and third sector organisations. Supply chain management is increasingly used by organisations and graduates from this programme may enter a wide range of positions and contribute to advancing their organisations. The combination of knowledge and expertise in supply chain management, and broader business perspective can also provide the foundation for graduates to successfully set up and run their own business.

The Hendon Campus Careers Service offers students support in planning their career. The Chartered Management Institute also offers career support and guidance to members, highlighting job opportunities for graduates.

**17. Particular support for learning (if applicable)**

* English Language Support and Numeracy support offered by the Learner Development Unit
* Library-based learning resources
* Student Achievement Advisors
* Programme Handbook and Module Handbooks
* Induction and orientation programme
* Access to student counsellors
* Student e-mail and Unihub
* Module information and learning/support material on Myunihub
* Guest Lectures
* Tutor support through published office hours
* Disability support to ensure all students can actively participate in university life

**18. JACS code (or other relevant coding system)**

N120

**19. Relevant QAA subject benchmark group(s)**

Business and Management

**20. Reference points**

* QAA and Middlesex University Guidelines for programme specifications
* Middlesex University Regulations
* Middlesex University Learning Framework – Programme Design Guidance, 2012
* QAA Subject Benchmark in Business & Management
* QAA Framework for Higher Education Qualifications (FHEQ)
* QAA Codes of Practice
* CMI guidelines
* Middlesex University/Business School Teaching, Learning and Assessment Strategy
* Middlesex University Regulations

**21. Other information**

Methods for evaluating and improving the quality and standards of learning are:

* External Examiner Reports
* Annual Quality Monitoring Reports
* Boards of Study
* Student focus group
* National Student Survey
* Module evaluation and report
* Peer teaching observations
* Student evaluation
* Validation and review panels

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the programme handbook and the University Regulations.

Curriculum map for BA (Hons) Business Management (Supply Chain Management)

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

**Programme learning outcomes**

|  |  |
| --- | --- |
| Knowledge and understanding | Practical skills |
| A1 | Stakeholders: their expectations and behaviour; | C1 | Locate, categorise, prioritise, and synthesise information necessary for business purposes; |
| A2 | The environment of business and its impact on strategy; | C2 | Interpret business reports and evaluate performance; |
| A3 | Design, production and distribution of products and services; | C3 | Select and apply business monitoring and control techniques; |
| A4 | Business resources: acquisition, application and control; | C4 | Set objectives for business change and plan implementation; |
| A5 | Business process: planning. Improvement and control; | C5 | Identify and demonstrate interpersonal skills appropriate to a given business situation |
| A6 | Organisations: their functions, structure and management | C6 | Develop supply chain management objectives and plans using relevant tools, technologies and processes |
| A7 | Supply Chain management theory and application in business |  |  |
| Cognitive skills | Graduate Skills |
| B1 | Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices; | D1 | Clarify career objectives & develop plans to achieve them |
| B2 | Apply concepts, models and theories to analyse situations; | D2 | Learn flexibly and effectively from diverse opportunities |
| B3 | Identify, evaluate and construct arguments; | D3 | Communicate persuasively using a range of media |
| B4 | Demonstrate self-awareness and sensitivity to others; | D4 | Contribute positively to team performance |
| B5 | Take and defend a decision or proposition on a given issue, considering commercial, ethical and other factors; | D5 | Use ICT to improve personal productivity |
| B6 | Create and evaluate solutions to given problems. | D6 | Collect, analyse and critically interpret numerical data |
| B7 | Analyse supply chain management related issues in a wide range of sectors and environments and devise alternative responses |  |  |

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| Programme outcomes  |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 |
| Highest level achieved by all graduates |
| 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 6 |

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| --- | --- | --- |
| Module Title  | Module Code and Level | Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 |
| Financial Aspects of Business | FIN1110 |  | X |  | X |  |  |  | X | X |  |  |  | X |  | X | X | X |  |  |  |  |  |  |  |  | X |
| Management and Organisations | HRM1004 | X | X |  |  |  | X |  | X | X | X |  |  |  |  |  |  |  |  | X |  |  | X | X |  | X |  |
| Marketing Theory and Practice | MKT1122 | X | X |  |  | X |  |  | X | X | X | X | X | X |  | X | X |  |  | X |  |  |  | X | X | X | X |
| Applications and Research in Management | MSO1730 |  |  |  |  | X |  |  |  | X |  |  |  | X |  | X | X | X |  |  |  |  | X | X |  | X | X |
| Work Organisation and Society | HRM2003 | X | X |  |  |  |  |  | X | X | X |  | X |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Operations Management | MGT2220 |  |  | X | X | X |  |  | X | X |  |  |  | X |  | X | X | X | X |  |  |  | X |  |  | X | X |
| Business Environment Analysis | MGT2545 | X | X |  |  |  | X |  | X | X | X | X | X | X |  | X |  |  | X |  |  |  |  | X | X |  |  |
| Strategic Management | MGT3170 | X | X | X | X | X | X |  | X | X | X |  | X | X |  | X | X |  | X | X |  | X |  | X | X |  |  |
| Supply Chain Management  | MGT3335 |  | X | X | X | X | X | X | X | X |  |  | X | X | X | X |  | X | X |  | X | X |  |  |  | X | X |
| Procurement and Sourcing | MGT3730 | X | X | X | X | X |  | X | X | X |  | X | X | X | X | X |  | X | X |  | X | X | X | X | X |  |  |
| Applied Management | MGT3000 | X |  | X | X |  |  | X | X | X |  |  |  | X | X | X | X | X | X |  |  |  | X | X | X |  | X |

Programme Specification and Curriculum Map for BA (Hons) Business Management (Innovation)

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| --- | --- |
| **1. Programme title** | BA Business Managment (Innovation) |
| **2. Awarding institution**  | Middlesex University |
| **3. Teaching institution**  | Middlesex University |
| **4. Programme accredited by**  |  |
| **5. Final qualification**  | Bachelor of Arts (Honours) |
| **6. Academic year** | 2014 - 15 |
| **7. Language of study** | English |
| **8. Mode of study** | Full Time / Part Time / Distance Learning / Thick Sandwich |

**9. Criteria for admission to the programme**

For year one admission, Middlesex University general entry requirements apply, including GCSE’s (grade A to C) in mathematics and English language. Applicants whose first language is not English are required to achieve 6.0 in IELTS overall (with a minimum of 5.5 in each component) or an equivalent qualification recognised by Middlesex University.

For entry with advanced standing to year 2 (or final year), candidates must have achieved both 120 credits at level one (or 240 credits including 100 at level two) and must have successfully met the relevant learning outcome and syllabus requirements of the programme.

The equivalence of qualifications from outside UK will be determined according to NARIC guidelines.

**10. Aims of the programme**

The programme aims to explore the factors contributing to business success, particularly the role of management. Emphasis is placed on the applications of models and techniques necessary to achieve superior performance in business organisations. The programme develops skills in analysis and planning, develops the ability to solve business and management problems, and provide a solid grounding in Innovation theory and application to manage innovation in a wide range of sectors and environments to contribute to business effectiveness.

**11. Programme outcomes**

**A. Knowledge and understanding**

On completion of this programme the successful student will have knowledge and understanding of :

Stakeholders: their expectations and behaviour;

The environment of business and its impact on strategy;

Design, production and distribution of products and services;

Business resources: acquisition, application and control;

Business process: planning. Improvement and control;

Organisations: their functions, structure and management;

Innovation issues in business

 ***Teaching/learning methods***

Students gain knowledge and understanding through guided reading of textbooks, journals and course notes; on-line and in-class exercises; lectures, workshops and seminars.

**Assessment Methods**

Students’ knowledge and understanding is assessed by in-class and on-line objective tests, examinations and written assignments.

**B. Cognitive (thinking) skills**

On completion of this programme the successful student will be able to:

Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices;

Apply concepts, models and theories to analyse situations;

Identify, evaluate and construct arguments;

Demonstrate self awareness and sensitivity to others;

Take and defend a decision or proposition on a given issue, considering commercial, ethical and other factors;

Create and evaluate solutions to given problems.

Analyse innovation related issues, situations and opportunities, and devise alternative responses

***Teaching/learning methods***

Students learn cognitive skills through individual and group exercises and case; tutor-led seminars and class discussions. Feedback on assessments.

**Assessment Method**

Students’ cognitive skills are assessed by essays, oral presentations and written examinations, sometimes based on case analysis.

**C. Practical skills**

On completion of the programme the successful student will be able to:

Locate, categorise, prioritise, and synthesise information necessary for business purposes;

Interpret business reports and evaluate performance;

Select and apply business monitoring and control techniques;

Set objectives for business change and plan implementation;

Identify and demonstrate interpersonal skills appropriate to a given business situation

Develop innovation objectives and plans using relevant tools, technologies and processes

***Teaching/learning methods***

Students learn practical skills through workshops, simulations, role-plays, individual and group case analysis and problem solving.

***Assessment Method***

Students’ practical skills are assessed by individual and group exercises, individual assignments and examinations.

**D. Graduate Skills**

On completion of this programme the successful student will be able to:

Clarify career objectives & develop plans to achieve them

Learn flexibly and effectively from diverse opportunities

Communicate persuasively using a range of media

Contribute positively to team performance

Use ICT to improve personal productivity

Collect, analyse and critically interpret numerical data

***Teaching/learning methods***

Students acquire graduate skills through team-based activities, including projects, presentations, case study analyses and live projects for external clients. Graduate skills are also developed through independent learning, partly acquired in preparation for seminars, coursework and exams.

***Assessment method***

Students’ graduate skills are assessed by tests, examinations, coursework, presentations and reflective practice assessments.

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| **12. Programme structure (levels, modules, credits and progression requirements)** |
| **12. 1 Overall structure of the programme** |
| The programme is studied over three years full-time, or four years if the option of a 12 month placement is taken. Students study four 30 credit modules per year. The first year compromises of four compulsory modules dedicated exclusively to a Business and Management programme. These modules are designed to bring all students to a standard level of academic competence to pursue further study in the subject.In the second year students study three compulsory modules designed to expand knowledge of the behaviour of people in organisations, of operations management and of the business environment. In the second year students are also able to undertake an option from a limited number of management discipline-specific modules, including human resource management, brand management, sustainable products, Spanish and Mandarin. At the end of the second year, students may opt to take a year’s placement before returning to complete their final year of study. Students entering directly into the second year – after confirmation of pre-accreditation of their first two years’ study to equivalent learning outcomes elsewhere- will study the same compulsory modules and well be able to choose from the same optional modules as existing students. In the final year students will study three compulsory modules designed to advance skills and knowledge appropriate to graduate level, and with a focus on innovation. These are modules in management strategy, innovation management, and new product and service development. In the third year students are also able to undertake one option from business start-up and managing business projects. Undertaking a research project and work based learning are also offered as options to third year students.Students entering directly into the final year -after confirmation of pre-accreditation of their first two years’ study to equivalent learning outcomes elsewhere- will study the same two compulsory modules, a third compulsory module “applied management” which will allow some degree of programme orientation and integration and one out of two optional modules. |

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| **12.2 Levels and modules**  |
| Starting in academic year 2010/11 the University is changing the way it references modules to state the level of study in which these are delivered. This is to comply with the national Framework for Higher Education Qualifications. This implementation will be a gradual process whilst records are updated. Therefore the old coding is bracketed below. |
| **Level 4**  |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:FIN1110 - Financial Aspects of BusinessMKT1122 - Marketing Theory and PracticeHRM1004 - Management and Organisations MSO1730 - Applications & Research in Management  | None | Students must pass 90 credits to progress to level 5 |

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| **Level 5** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT2220 - Operations Management HRM2003 - Work, Organisation and Society MGT2545 - Business Environment Analysis | Students must also choose 1 from the following:HRM2011 - HRM in a Global ContextMKT2236 - Brand ManagementMGT2600 - Sustainable ProductsMCH2001 - Business communication in MandarinSPA2221 - Business communication in Spanish | Students must pass 180 credits to progress to level 6. |
| **Placement opportunities** |
| MBS3331/MBS3332 Optional Work Placement 120 Credits (or)MBS2333 (Developing Employability through work Placement) in the summer of Level 4 and MBS3431 & MBS3432 (Work Placement Project) in the summer of Level 5 |
| **Level 6** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT3170 - Strategic ManagementMGT3600 - Innovation ManagementMGT3250 - New Product and Service Development | Students must also choose 1 from the following:MGT3193 - Business Start-upMGT3800 - Managing Business ProjectsMGT3999 - Research Project |  |

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| **Level 6 DIRECT ENTRY (TOP-UP) STUDENTS** |
| COMPULSORY | OPTIONAL | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT3170 - Strategic ManagementMGT3600 - Innovation ManagementMGT3000 - Applied Management | Students must also choose 1 from the following:MGT3250 - New Product and Service DevelopmentMGT3193 - Business Start-up |  |
| **12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)** |
| Module level | Module code |
| None |

**14. Information about assessment regulations**

Middlesex University and Business School Assessment Regulations apply to this programme, without exception.

**15. Placement opportunities, requirements and support (if applicable)**

A 12 month placement is offered at the end of year 2. A dedicated Employability Advisor helps in the search for an appropriate employer and provides students with appropriate Placement. It also provides students with appropriate guidance and support in preparation for during and after placement. The placement forms the basis for an assessed report based on the organisation. At the start of the placement students are allocated an individual supervisor from Middlesex University Business School who provides support and advice for the duration of the project. All placement reports are double marked.

Alternatively, students may opt to take two shorter placements between years 1 and 2 and between years 2 and 3.

**16. Future careers (if applicable)**

The programme aims to provide students with the skills and knowledge to build a successful management career with a specialism in innovation, in a wide range of businesses, governmental and third sector organisations. Innovation is increasingly a pre-requisite for organisations to survive, and graduates from this programme may enter a wide range of positions and contribute to advancing their organisations. The combination of knowledge and expertise in innovation, and broader business perspective can also provides the foundation for graduates to successfully set up and run their own business.

The Hendon Campus Careers Service offers students support in planning their career. The Chartered Management Institute also offers career support and guidance to members, highlighting job opportunities for graduates.

**17. Particular support for learning (if applicable)**

* English Language Support and Numeracy support offered by the Learner Development Unit
* Library-based learning resources
* Student Achievement Advisors
* Programme Handbook and Module Handbooks
* Induction and orientation programme
* Access to student counsellors
* Student e-mail and Unihub
* Module information and learning/support material on Myunihub
* Guest lectures
* Tutor support through published office hours

Disability support to ensure all students can actively participate in university life

**18. JACS code (or other relevant coding system)**

N120

**19. Relevant QAA subject benchmark group(s)**

Business and Management

**20. Reference points**

* QAA and Middlesex University Guidelines for programme specifications
* Middlesex University Regulations
* Middlesex University Learning Framework – Programme Design Guidance, 2012
* QAA Subject Benchmark in Business & Management
* QAA Framework for Higher Education Qualifications (FHEQ)
* QAA Codes of Practice
* CMI guidelines
* Middlesex University/Business School Teaching, Learning and Assessment Strategy

Middlesex University Regulations

**21. Other information**

Methods for evaluating and improving the quality and standards of learning are:

* External Examiner reports
* Annual Quality Monitoring reports
* Boards of Study
* Student focus group
* National Student Survey
* Module evaluation and report
* Peer teaching observations
* Student evaluation
* Validation and review panels

Indicators of quality:

* Student achievement
* Buoyant enrolment
* Student evaluation
* External Examiners reports
* Student employability

See Middlesex university’s Learning and Quality Enhancement Handbook for further information

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the programme handbook and the University Regulations.

Curriculum map for BA (Hons) Business Management (Innovation)

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

**Programme learning outcomes**

|  |  |
| --- | --- |
| Knowledge and understanding | Practical skills |
| A1 | Stakeholders: their expectations and behaviour; | C1 | Locate, categorise, prioritise, and synthesise information necessary for business purposes; |
| A2 | The environment of business and its impact on strategy; | C2 | Interpret business reports and evaluate performance; |
| A3 | Design, production and distribution of products and services; | C3 | Select and apply business monitoring and control techniques; |
| A4 | Business resources: acquisition, application and control; | C4 | Set objectives for business change and plan implementation; |
| A5 | Business process: planning. Improvement and control; | C5 | Identify and demonstrate interpersonal skills appropriate to a given business situation |
| A6 | Organisations: their functions, structure and management | C6 | Develop innovation objectives and plans using relevant tools, technologies and processes |
| A7 | Innovation issues in business |  |  |
| Cognitive skills | Graduate Skills |
| B1 | Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices; | D1 | Clarify career objectives & develop plans to achieve them |
| B2 | Apply concepts, models and theories to analyse situations; | D2 | Learn flexibly and effectively from diverse opportunities |
| B3 | Identify, evaluate and construct arguments; | D3 | Communicate persuasively using a range of media |
| B4 | Demonstrate self awareness and sensitivity to others; | D4 | Contribute positively to team performance |
| B5 | Take and defend a decision or proposition on a given issue, considering commercial, ethical and other factors; | D5 | Use ICT to improve personal productivity |
| B6 | Create and evaluate solutions to given problems. | D6 | Collect, analyse and critically interpret numerical data |
| B7 | Analyse innovation related issues, situations and opportunities, and devise alternative responses |  |  |

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| Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 |
| Highest level achieved by all graduates |
| 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6  | 6  | 6 | 6  | 6 | 6 |  6 | 6 | 6 | 6  | 6 | 6 |  6 | 6  | 6  | 6  | 6 | 6  | 6 |

|  |  |  |
| --- | --- | --- |
| Compulsory Module Title  | Module Code | Programme outcomes |
|  | by Level | A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 |
| Financial Aspects of Business | FIN1110 |  | X |  | X |  |  |  | X | X |  |  |  | X |  | X | X | X |  |  |  |  |  |  |  |  | X |
| Management and Organisations | HRM1004 | X | X |  |  |  | X |  | X | X | X |  |  |  |  |  |  |  |  | X |  |  | X | X |  | X |  |
| Marketing Theory and Practice  | MKT1122 | X | X |  |  | X |  |  | X | X | X | X | X | X |  | X | X |  |  | X |  |  |  | X | X | X | X |
| Application and Research in Management | MSO1730 |  |  |  |  | X |  |  |  | X |  |  |  | X |  | X | X | X |  |  |  |  | X | X |  | X | X |
| Work, Organisation and Society | HRM2003 | X | X |  |  |  |  |  | X | X | X |  | X |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Operations Management | MGT2220 |  |  | X | X | X |  |  | X | X |  |  |  | X |  | X | X | X | X |  |  |  | X |  |  | X | X |
| Business Environment | MGT2545 | X | X |  |  |  | X |  | X | X | X | X | X | X |  | X |  |  | X |  |  |  |  | X | X |  |  |
| Strategic Management | MGT3170 | X | X | X | X | X | X |  | X | X | X | X | X | X |  | X | X |  | X | X |  | X |  | X | X |  |  |
| Innovation Management | MGT3600 |  | X |  |  |  |  | X |  | X |  |  |  |  | X |  | X | X |  |  | X |  |  |  |  | X | X |
| Applied Management | MGT3000 | X |  | X | X |  |  | X | X | X |  |  | X | X | X | X | X | X | X |  | X |  | X | X | X |  | X |
| New Product and Service Development | MGT3250 |  |  | X |  | X |  | X | X | X |  | X | X | X | X | X |  |  |  | X | X |  |  | X | X | X |  |

Programme Specification and Curriculum Map for BA (Hons) International Business

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| **1. Programme title** | BA (Hons) International Business |
| **2. Awarding institution**  | Middlesex University |
| **3. Teaching institution**  | Middlesex University |
| **4. Programme accredited by**  |  |
| **5. Final qualification**  | Bachelor of Arts (Honours) |
| **6. Academic year** | 2013-14 |
| **7. Language of study** | English |
| **8. Mode of study** | Full Time/Part Time/Distance Learning/Thick Sandwich |

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| **9. Criteria for admission to the programme** |
| For year one admission, Middlesex University general entry requirements apply, including GCSE’s (grade A to C) in mathematics and English language. Applicants whose first language is not English are required to achieve 6.0 in IELTS overall (with a minimum of 5.5 in each component) or an equivalent qualification recognised by Middlesex University.The equivalence of qualifications from outside UK will be determined according to NARIC guidelines. The entry tariff for BA International Business is 260.  |

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| **10. Aims of the programme** |
| The BA (Hons) International Business programme aims to develop knowledge and skills needed by those students wishing to follow an international business career encompassing different cultures. The programme will be attractive to those who have already studied or worked in more than one country or aim to do so in the future. Students’ interest and enthusiasm for international work is developed through a progressively international business syllabus. Also there are opportunities to study abroad for the second year at one of our partner universities and to take a year's placement with an international firm.The BA International Business also aims to provide students with a set of employability attributes that are crucial for Business graduates, including communication, critical thinking, team-working and numerical and IT skills. The programme uses various teaching and assessment strategies to enhance students’ communication skills, ranging from in-class presentations and optional real-life consulting projects to writing up reports that focus on the globalised environment.In terms of cognitive (critical thinking) skills, the programmes utilise case studies to encourage students to identify, critically evaluate and make appropriate use of a range of information to inform decision making. In particular, they will learn to query the cultural context of business critical incidents. Finally, they will have the opportunity to undertake a period of work experience (i.e. an Internship or a placement that will further develop work related knowledge, critical thinking skills and problem solving capabilities. In this respect, Middlesex University’s links to various industries will prove invaluable. Team working skills, considered essential by employers, will involve students working in small cross cultural teams to devise business strategies and tactics. The outcome of the team effort will be communicated to their audiences using a range of media, including power point presentations and written reports. Numerical and IT skills developed in the programme will enable students to become as discerning user of statistical methods and ICT in quantitative analysis as well as dealing with fundamental accounting and finance knowledge that is necessary for making effective business decisions in a globalised world. |

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| **11. Programme outcomes** |
| **A. Knowledge and understanding**On completion of this programme the successful student will have knowledge and understanding of :1. Stakeholders: their expectations and behaviour;
2. The environment of international business and its impact on strategy;
3. Innovation: design, production and distribution of products and services
4. Business resources: acquisition, application and control;
5. Business processes: planning, improvement and control;
6. International organisations: their functions, structure and management;
7. Management issues in services and small businesses.
 | **Teaching/learning methods**Students gain knowledge and understanding through guided reading of textbooks, journals and course notes; online and in-class exercises; lectures, workshops and seminars, particular to a globalised world.**Assessment methods**Students’ knowledge and understanding is assessed by in-class and online objective tests, examinations and written assignments, with a focus on universal vs. particular cultural business contexts.  |
| **B. Cognitive (thinking) skills**On completion of this programme the successful student will be able to:1. Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices;
2. Apply concepts, models and theories to analyse situations;
3. Identify, evaluate and construct arguments;
4. Demonstrate self awareness and sensitivity to others;
5. Take and defend a decision or position on a given issue, considering commercial, ethical and other factors;
6. Create and evaluate solutions to given problems.
 | **Teaching/learning methods**Students learn cognitive skills through individual and group exercises and case studies; tutor-led seminars and class discussions. Feedback on assessments. **Assessment methods**Students’ cognitive skills are assessed by essays, oral presentations and written examinations, sometimes based on case analysis.  |
| **C. Practical skills**On completion of the programme the successful student will be able to:1. Locate, categorise, prioritise and synthesise information necessary for (international) business purposes;
2. Interpret business reports and evaluate performance in an intercultural environment;
3. Select and apply business monitoring and control techniques appropriate for the local context;
4. Set objectives for business change and plan implementation appropriate for the local context;
5. Identify and demonstrate interpersonal skills appropriate to a given business situation in a global environment.
 | **Teaching/learning methods**Students learn practical and employability skills through workshops, simulations, role-plays, individual and group case analysis and problem solving based on (international) real life cases and examples. **Assessment methods**Students’ practical and employability skills are assessed by individual and group exercises, individual assignments and examinations based on (international) real life cases and examples. |
| **D. Graduate skills**On completion of the programme the successful student will be able to:1. Clarify career objectives and develop plans to achieve them;
2. Learn flexibly and effectively from diverse opportunities;
3. Communicate persuasively using a range of media;
4. Contribute positively to team performance;
5. Use ICT to improve personal productivity;
6. Collect, analyse and critically interpret numerical data.
 | **Teaching/learning methods**Students acquire employability and graduate skills through on-line exercises and class activities embedded in level one modules. Subsequently, tutorial guidance and feedback on assessment is deployed. **Assessment methods**Students’ employability and graduate skills are assessed by highlighting these skills within assessments for relevant modules. Career plans are developed as part of an on-line Personal Development Plan (PDP), but given their idiosyncratic nature are not subject to summative assessment. |

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| **12. Programme structure (levels, modules, credits and progression requirements)** |
| **12. 1 Overall structure of the programme** |
| The programme is studied over three years full-time, or four years if the option of a 12 month placement is taken. Students study four 30 credit modules per year. The first year comprises of four compulsory modules. These modules are designed to bring all students to a standard level of academic competence and provide the foundations in the skills and knowledge needed to pursue further specialised study in International Business. In the second year students study two compulsory modules building on knowledge acquired in first year modules, but also broadening knowledge into essential issues needed to study business organisations in an international context: International Business Environment and International Operations and Innovation Management. In the second year students are also able to undertake two out of five options: Managerial Finance, Trade & International Business, International Business & Globalisation, HRM in a Global Context and International Business Law.In the final year students on this pathway will study two compulsory modules designed to advance skills and knowledge appropriate to graduate level. These are modules in International Business Strategy and International Management and Ethics. In the final year students are also able to undertake two options from a wider list of specialist marketing modules; Strategic Management Accounting, International Finance, Global Supply Chain Management, International Marketing, Small Business Going Global and Managing the Multinational Corporation.  |

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| **12.2 Levels and modules**  |
| **Level 4** |
| COMPULSORY | COMPULSORY | COMPULSORY |
| Students must take all of the following:FIN1110- Financial Aspects of Business MKT1121- Marketing Theory & PracticeHRM1005 - Foundations in International Management and OrganisationMSO1175 - Applications & Research in Management  | None | Students must pass 90 credits to progress to level 5 |

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| **Level 5** |
| COMPULSORY | COMPULSORY | COMPULSORY |
| Students must take all of the following:MGT2540 - International Business Environment MGT2440 - International Operations and Innovation Management  | Students must also choose at least 2 from the following:ACC2220 - Managerial Finance ECS2290 -Trade & International Business ECS2295 - International Business & GlobalisationHRM2011 - HRM in a Global Context LWO2999 – International Business Law | Students must pass 180 credits to progress to level 6. |
| **Placement Opportunities** |
| MBS3331/MBS3332 Optional Work Placement 120 Credits (or)MBS2333 (Developing Employability through work Placement) in the summer of Level 4 and MBS3431 & MBS3432 (Work Placement Project) in the summer of Level 5  |
| **Level 6** |
| COMPULSORY | COMPULSORY | COMPULSORY |
| Students must take all of the following:MGT3140 -International Business Strategy MGT3146- International Management & Ethics  | Students must also choose at least 2 from the following:ACC3160 -Strategic Management Accounting FIN3140 -International Finance MGT3550- Global Supply Chain ManagementMKT3130- International Marketing MGT3560 -Small Businesses going Global MGT3540- Managing the Multinational Corporation |  |

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| **12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)** |
| None |

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| **13. A curriculum map relating learning outcomes to modules** |
| **See Curriculum Map Attached** |

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| **14. Information about assessment regulations** |
| Middlesex University and Business School Assessment Regulations apply to this programme, without exception. |

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| **15. Placement opportunities, requirements and support (if applicable)** |
| A 12 month placement is offered at the end of year 2. A dedicated Employability Advisor helps in the search for an appropriate employer and provides students with appropriate Placement. It also provides students with appropriate guidance and support in preparation for during and after placement. The placement forms the basis for an assessed report based on the organisation. At the start of the placement students are allocated an individual supervisor who provides support and advice for the duration of the project. All projects are double marked. Alternatively, students may opt to take one or two shorter placements between years 1 and 2 and between years 2 and 3. |

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| **16. Future careers (if applicable)** |
| Middlesex University Business School graduates experience higher average rates of employment than Middlesex University graduates as a whole.The University provides a Careers Service, and this programme includes scheduled career planning sessions. Graduates from this programme enter a wide range of general business positions; some go on to study post-graduate programmes.At Middlesex students also have the opportunity to study abroad with one of our partner universities as part of their degree. We have over 100 partner universities in Europe, 15 in the US and another 15 across the rest of the world. Evidence shows that those Middlesex University Business School students who successfully complete a placement generally obtain better academic results and earlier career success than those who do not.The Hendon Campus Careers Service offers students support in planning their career. The Chartered Management Institute also offers career support and guidance to members, highlighting job opportunities for graduates. |

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| **17. Particular support for learning**  |
| * English Language Support and Numeracy support offered by the Learner Development Unit
* Library-based learning resources
* Student Achievement Advisors
* Programme Handbook and Module Handbooks
* Induction and orientation programme
* Access to student counsellors
* Student e-mail and Unihub
* Module information and learning/support material on Myunihub
* Guest lectures
* Tutor support through published office hours
* Disability support to ensure all students can actively participate in university life
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| **18. JACS code (or other relevant coding system)** | N120 |
| **19. Relevant QAA subject benchmark group(s)** | General Business and Management |

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| **20. Reference points** |
| * QAA and Middlesex University Guidelines for programme specifications
* Middlesex University Regulations
* Middlesex University Learning Framework – Programme Design Guidance, 2012
* QAA Subject Benchmark in Business & Management
* QAA Framework for Higher Education Qualifications (FHEQ)
* QAA Codes of Practice
* CMI guidelines
* Middlesex University/Business School Teaching, Learning and Assessment Strategy
* Middlesex University Regulations
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| **21. Other information** |
| Indicators of quality:* Student achievement
* Buoyant enrolment
* Student feedback evaluation forms
* External examiners reports
* Student employability

Methods for evaluating and improving the quality and standards of learning are:* External Examiner reports
* Annual Monitoring reports
* Board of Study
* Student focus group
* Module evaluation and report
* Peer teaching observations
* Student evaluation
* Validation and review panels

See Middlesex university’s Learning and Quality Enhancement Handbook for further information |

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the student programme handbook and the University Regulations.

Curriculum map for BA (Hons) International Business

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

**Programme learning outcomes**

|  |  |
| --- | --- |
| **Knowledge and understanding** | **Practical skills** |
| A1 | Stakeholders: their expectations and behaviour; | C1 | Locate, categorise, prioritise, and synthesise information necessary for (international) business purposes; |
| A2 | The environment of international business and its impact on strategy; | C2 | Interpret business reports and evaluate performance within the global and local context; |
| A3 | Innovation: design, production and distribution of products and services | C3 | Select and apply business monitoring and control techniques; |
| A4 | Business resources: acquisition, application and control; | C4 | Set objectives for business change and plan implementation; |
| A5 | Business processes: planning, improvement and control; | C5 | Identify and demonstrate interpersonal skills appropriate to a given business situation and local context; |
| A6 | International organisations: their functions, structure and management; |  |  |
| A7 | Management issues in services and small businesses.  |  |  |
| **Cognitive skills** | **Graduate Skills** |
| B1 | Define, explain and evaluate a range of phenomena, concepts, models, theories, principles and practices necessary for (international) business purposes; | D1 | Clarify career objectives and develop plans to achieve them; |
| B2 | Apply concepts, models and theories to analyse situations in an intercultural environment; | D2 | Learn flexibly and effectively from diverse opportunities; |
| B3 | Identify, evaluate and construct arguments; | D3 | Communicate persuasively using a range of media; |
| B4 | Demonstrate self awareness and sensitivity to others that is appropriate for the local context; | D4 | Contribute positively to team performance; working with diversity; |
| B5 | Take and defend a decision or proposition on a given issue, considering commercial, ethical and other factors in a global environment. | D5 | Use ICT to improve personal productivity; |
| B6 | Create and evaluate solutions to given problems. | D6 | Collect, analyse and critically interpret numerical data. |
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| **Programme outcomes**  |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 |
| **Highest level achieved by all graduates** |
| 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |

| **Module Title**  | **Module Code** | **Programme outcomes** |
| --- | --- | --- |
| **A1** | **A2** | **A3** | **A4** | **A5** | **A6** | **A7** | **B1** | **B2** | **B3** | **B4** | **B5** | **B6** | **C1** | **C2** | **C3** | **C4** | **C5** | **D1** | **D2** | **D3** | **D4** | **D5** | **D6** |
| **Level Four** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Financial Aspects of Business | FIN1110 |  | X |  | X |  |  | X | X |  |  |  | X | X | X | X |  |  |  |  |  |  |  | X |  |
| Marketing Theory and Practice | MKT1121 | X | X |  |  |  | X | X | X | X |  |  |  |  |  |  |  | X | X | X | X |  | X |  | X |
| Foundations in International Management and Organisation | HRM1005 | X | X |  |  | X |  | X | X | X | X | X | X | X | X |  |  | X | X |  | X | X | X | X | X |
| Applications & Research in Management | MSO1175 |  |  |  |  | X |  |  | X |  |  |  | X | X | X | X |  |  |  | X | X |  | X | X |  |
| **Level Five** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| International Business Environment | MGT2540 | X | X |  |  |  | X | X | X | X | X | X | X | X | X |  |  | X |  |  |  | X | X |  |  |
| International Operations and Innovation Management | MGT2440 |  | X | X | X | X | X | X | X |  | X |  |  | X | X | X | X | X |  |  | X | X |  | X | X |
| **Level Six** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| International Business Strategy | MGT3140 | X | X | X | X | X | X | X | X | X | X |  | X | X | X | X | X | X |  |  | X | X | X | X | X |
| International Management & Ethics | MGT3146 | X | X |  |  |  | X |  | X | X | X | X | X | X | X |  |  |  | X | X | X | X |  |  |  |

**Programme Specification and Curriculum Map for *BA Marketing***

|  |  |
| --- | --- |
| **1. Programme title** | BA (Hons) Marketing |
| **2. Awarding institution**  | Middlesex University |
| **3. Teaching institution**  | Middlesex University |
| **4. Programme accredited by**  |  |
| **5. Final qualification**  | Bachelor of Arts (Honours) |
| **6. Academic year** | 2014-15 |
| **7. Language of study** | English |
| **8. Mode of study** | Full time / Part time / Distance Learning / Sandwich |

**9. Criteria for admission to the programme**

For year one admission, Middlesex University general entry requirements apply, including GCSE’s (grade A to C) in mathematics and English language. Applicants whose first language is not English are required to achieve 6.0 in IELTS overall (with a minimum of 5.5 in each component) or an equivalent qualification recognised by Middlesex University.

The equivalence of qualifications from outside UK will be determined according to NARIC guidelines.

**10. Aims of the programme**

The programme aims help students develop professional marketing abilities and skills to pursue careers as marketers. The programme develops key skills which are essential for today’s competitive business environment. These include researching, evaluating and recommending solutions to business problems, dealing with a range of stakeholders, effective communication, and a range of problem solving and communication techniques which are sought after by employers.

Marketing is both a professional practice and a subject of academic study. The programme design acknowledges that it is the former that is uppermost in the minds of most undergraduate students.

Students are expected to gain an in-depth understanding of subject related material through study of a balanced range of different subject modules, whilst simultaneously developing key employability skills and competencies acquired from the teaching, learning and assessment. Given the value of active and applied learning, students will engage in a range of activities that link theory to practice and that build skills not just for entry level marketing positions but for those requiring a higher level of independent and team-based decision making abilities. Work placement in year three will be strongly encouraged.

This programme recognises the need to build lifelong learning and critical thinking skills into the student experience. Emphasis is placed on material and methods that develop the knowledge and skills needed for students to engage in the wider societal debates about marketing approaches and practice, and to assess the value of information and data in our increasingly knowledge-based society. Students will also learn the role that various technologies can play in delivering, managing and assessing information and data.

Over the three years (or four year sandwich), students will become increasingly capable of situating marketing as a discipline and a set of processes within the organisation, the wider environment, and in society at large. They will be in a position to provide some critique of marketing practices and decision-making, while also developing improved marketing practice and decision making. Students who wish to take professional exams towards the Institute of Direct Marketing (IDM) qualification will be able to do so upon successful completion of the BA (Hons) Marketing Programme.

**11. Programme outcomes**

**A. Knowledge and understanding**

On completion of this programme the successful student will have knowledge and understanding of:

 ***Teaching/learning methods***

Students gain knowledge and understanding through:

**Assessment Methods**

Students’ knowledge and understanding is assessed by:

**B. Cognitive (thinking) skills**

On completion of this programme the successful student will be able to:

***Teaching/learning methods***

Students learn cognitive skills through

**Assessment Method**

Students’ cognitive skills are assessed by

**C. Practical skills**

On completion of the programme the successful student will be able to:

***Teaching/learning methods***

Students learn practical skills through

***Assessment Method***

Students’ practical skills are assessed by

**D. Graduate Skills**

On completion of this programme the successful student will be able to:

***Teaching/learning methods***

Students acquire graduate skills through

***Assessment method***

Students’ graduate skills are assessed by

|  |
| --- |
| **12. Programme structure (levels, modules, credits and progression requirements)** |
| **12. 1 Overall structure of the programme** |
|  The programme is studied over three years full-time, or four years if the option of a 12 month placement is taken (sandwich). Students study four 30 credit modules per year. The first year comprises of four compulsory modules. These modules are designed to bring all students to a standard level of academic competence to pursue further study in the subject.In the second year students study three compulsory modules designed to expand knowledge in three pivotal areas of marketing; the behaviour of consumers, marketing research and the management of brands. In the second year students are also able to undertake one out of three more specialised options; Managing Marketing, Fashion and Luxury Goods Marketing and Enterprise and Small Business Marketing. At the end of the second year, students may opt to take a year’s placement before returning to complete their final year of study. ***In the final year students will study two compulsory modules designed to advance skills and knowledge appropriate to graduate level. These are modules in marketing strategy and E-Marketing and Social Media. In the third year students are also able to undertake two options from a wider list of specialist marketing modules including: Public Relations, Advertising and Promotion and New Venture Management. Undertaking a research project and work based learning are also offered as options to third year students.***  |

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| **12.2 Levels and modules**  |
| **Level 4**  |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MKT1120 - Marketing Theory and PracticeMKT1130 - Marketing IntelligenceMKT1150 - Personal and Professional DevelopmentFIN1110 - Financial Aspects of Business |  | Students must pass 90 credits to progress to level 5 |
| **Level 5** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MKT2210 - Marketing ResearchMKT2236 - Brand ManagementMKT2242 - Consumer Behavior | Students must also choose one from the following:MKT2281 - Managing Marketing MKT2290 - Entrepreneurship and Small Business Marketing | Students must pass 180 credits to progress to level 6. |
| **Level 6** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MKT3110 - Marketing Strategy and PlanningMKT3033 - E-Marketing and Social Media | Students must also choose two from the following:MKT3128 - Public Relations and Corporate Reputation ManagementMKT3130 - International MarketingMKT3151 - Creative Advertising and PromotionMKT3193 - Direct and Customer Relationship MarketingMKT3390 - New Venture Management (Pre-req MKT2290) MKT3125 - Services Marketing ManagementMGT3999 - Research ProjectMBS3001 - Work Internship |  |

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| **12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)** |
| Module level | Module code |
|  |  |
|  |  |

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| **13. Curriculum map** |
| See Curriculum Map attached |

**14. Information about assessment regulations**

**15. Placement opportunities, requirements and support (if applicable)**

MBS3331/MBS3332 Optional Work Placement 120 Credits

(or)

MBS2333 (Developing Employability through work Placement) in the summer of Level 4 and MBS3431 & MBS3432 (Work Placement Project) in the summer of Level 5

**16. Future careers**

The programme aims to provide students with the skills and knowledge to build a successful career, with a specialism in marketing, in a wide range of organisations ranging from businesses to governments. Graduates from this programme may enter a wide range of positions, including marketing assistant, brand managers or advertising creative’s. The adoption of marketing expertise provides the foundation for graduates to successfully set up and run their own business.

The Hendon Campus Careers Service offers students support in planning their career. The Chartered Institute of Marketing also offers career support and guidance to members, highlighting job opportunities for graduates.

**17. Particular support for learning**

* English Language Support and Numeracy support offered by the Learner Development Unit
* Library-based learning resources
* Student Achievement Advisors
* Programme Handbook and Module Handbooks
* Induction and orientation programme
* Access to student counsellors
* Student e-mail and Unihub
* Module information and learning/support material on Myunihub
* Guest Lectures
* Tutor support through published office hours
* Disability support to ensure all students can actively participate in university life

**18. JACS code (or other relevant coding system)**

N500

**19. Relevant QAA subject benchmark group(s)**

General Business and Management

**20. Reference points**

* QAA and Middlesex University Guidelines for programme specifications
* Middlesex University Regulations
* Middlesex University Learning Framework – Programme Design Guidance, 2012
* QAA Subject Benchmark in Business & Management
* QAA Framework for Higher Education Qualifications (FHEQ)
* QAA Codes of Practice
* CIM guidelines
* Middlesex University/Business School Teaching, Learning and Assessment Strategy
* Middlesex University Regulations

**21. Other information**

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the programme handbook and the University Regulations.

**Curriculum map for *BA Marketing***

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

**Programme learning outcomes**

|  |  |
| --- | --- |
| **Knowledge and understanding** | **Practical skills** |
| A1 | The role of marketing within contemporary organisations | C1 | Carry out a marketing audit of an organisation |
| A2 | Current trends and regulations in the business and marketing environment, both nationally and globally | C2 | Design a marketing research project to achieve stipulated research objectives |
| A3 | Fundamental marketing related processes | C3 | Prepare a concise and informative management report on a marketing topic |
| A4 | The diverse application of marketing principles across sectors and types of organisations | C4 | Develop strategic and operational marketing objectives and plans using marketing tools, technologies and processes |
| A5 | The processes of marketing research, integrated marketing communications, strategic marketing | C5 | Interpret marketing data correctly to support management decision-making and evaluation |
| A6 | Current organisational and societal marketing issues and debates | C6 | Retrieve, sift, evaluate, and select information from a variety of sources |
| A7:  | Marketing evaluation and measurement  | C7 | Define and execute a larger scale project in accordance with personally defined and justified objectives |
| A8 | The use of accounting and financial processes | C8 | Reflect, review, and improve upon own practice and professional practice |
| A9 | How to contribute towards and managing marketing activities within a live operational environment |  |  |
| A10 | The role of key technologies such as digitally based media and customer relationship databases in marketing processes and practices |  |  |

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| **Cognitive skills** | **Graduate Skills** |
| B1 | Analyse a marketing related situation and devise alternative responses | D1 | Be able to critically analyse and synthesize assumptions,  |
| B2 | Evaluate alternative marketing strategies for suitability and gap-reducing properties | D2 | Be able to work effectively as a member of a team to tackle a practical marketing or business-related problem |
| B3 | Correctly abstract marketing models and processes to practical marketing situations | D3 | Employ numeracy and quantitative skills, including data analysis and interpretation to business problems |
| B4 | Identify and solve management problems | D4 | Use problem-solving and decision-making skills and competencies effectively |
| B5 | Decide research and knowledge requirements for information and learning purposes | D5 | Be able to research marketing and business issues |
| B6 | Critically evaluate alternative approaches to and arguments in marketing thought and practice | D6 | Communicate effectively, using ICT and a range of media widely used in business (e.g. business reports, presentations) |
| B7 | Integrate a range of marketing decision areas to solve management problems | D7 | Be effective listeners, negotiators, and influencers and leaders |
| B8 | Compare academic learning and application with real world projects and/or work placement experience | D8 | Be able to manage their time, behaviour, motivation, and enterprise |

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| Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | A8 | A9 | A10 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | C7 | C8 | D1 | D2 | D3 | D4 | D5 | D6 | D7 | D8 |
|  |  | Highest level achieved by all graduates |  |
| 6 | 6  | 6  | 6  | 6  | 6  | 6 | 5 | 6 | 6 | 6 | 6  | 6  | 5 | 6  | 6  | 6 | 6  | 6  | 6  | 6  | 6  | 6 | 6 | 6 | 6 | 6  | 6  | 6  | 5 | 6  | 6 | 6 |

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| --- | --- | --- |
| Compulsory Module Title  | Module Code | Programme outcomes |
|  | by Level | A1 | A2 | A3 | A4 | A5 | A6 | A7 | A8 | A9 | A10 | B1 | B2 | B3 | B4 | B5 | B6 | B7 | C1 | C2 | C3 | C4 | C5 | C6 | C7 | C8 | D1 | D2 | D3 | D4 | D5 | D6 | D7 | D8 |
| Marketing Theory and Practice | MKT1120 | x | x | x | x |  | x |  |  |  | x |  | x |  |  |  |  | x |  | x |  | x |  | x |  |  |  | x | x | x |  | x | x |  |
| Marketing Intelligence | MKT1130 |  |  |  |  |  |  | x |  |  | x |  | x |  |  |  |  |  |  |  | x | x |  | x | x |  |  |  | x | x |  |  |  |  |
| Personal and Professional Development | MKT1150 | x | x |  |  |  | x |  |  |  | x |  |  |  |  | x |  |  | x |  |  |  |  | x |  |  |  | x |  |  | x |  | x | x |
| Financial Aspects of Business  | FIN1110 |  | x |  |  |  | x | x | x |  |  | x |  |  |  | x |  |  |  |  |  | x |  | x | x |  |  |  | x | x | x | x |  |  |
| Marketing Research | MKT2210 |  |  | x |  | x | x | x |  | x |  |  |  | x | x | x | x |  |  |  | x | x |  | x | x | x |  | x | x | x | x | x |  |  |
| Brand Management | MKT2236 |  |  | x | x | x | x |  |  |  | x | x | x | x | x | x |  |  |  |  |  | x |  | x | x | x |  |  |  | x | x | x |  |  |
| Consumer Behaviour | MKT2242 | x |  | x |  | x | x |  |  | x | xx |  |  | x | x |  | x |  |  |  |  |  |  | x | x |  | x | x |  |  |  | x | x |  |
| Marketing Strategy and Planning | MKT3110 |  |  | x |  | x | x | x | x |  |  | x | x | x | x |  | x | x |  | x |  | x | x | x |  | x | x | x | x | x | X |  | x | x |
| E-Marketing and Social Media | MKT3033  | x |  |  |  | x | x | x |  | x | x | x | x |  |  |  | x | x |  |  |  | x | x | x | x | x | x | x |  | x | x | x | x | x |

Programme Specification and Curriculum Map for *MA Marketing Communications*

|  |  |
| --- | --- |
| **1. Programme title** | MA Marketing Communications |
| **2. Awarding institution**  | Middlesex University |
| **3. Teaching institution**  | Middlesex University |
| **4. Programme accredited by**  | N/A |
| **5. Final qualification**  | MA/PGDip/PGCert |
| **6. Academic year** | 2013/14 |
| **7. Language of study** | English |
| **8. Mode of study** | Full Time/Part Time/Distance Learning |

**9. Criteria for admission to the programme**

Applicants should normally have:

* A good Honours degree in a business or communication related field awarded by a UK university, or
* An equivalent qualification accepted by the Academic Registry of the University, or
* A professional qualification deemed to be of an equivalent standard.
* Applicants with a degree in a different field may be considered providing that they can demonstrate extensive professional experience in the area of marketing or marketing communication.

Those without formal qualifications are welcome to apply, and may be required to submit a GMAT score of 550 (or above) and/or come in for an interview. Additionally, these applicants will need to provide evidence of a minimum of three years of middle to senior management experience in a relevant industry (e.g. marketing).

Successful applicants must have competence in English language. For international applicants whose first language is not English the requirement is that they have IELTS 6.5 (with minimum 6.0 in all four components) or TOEFL internet based 87 (with at least 21 in listening & writing, 22 in speaking and 23 in reading).

*N.B*: PG/Diploma and PG/Cert are exit awards. Therefore, the criteria for admission for PG/Diploma and PG/Cert are the same as for the MA degree.

**10. Aims of the programme**

The MA Marketing Communications programme addresses integrated marketing communications strategies in the context of the rapidly changing global media environment. This programme is designed specifically for those students who have chosen to pursue a professional career in marketing and/or marketing communications or for students wishing to consolidate an existing career in a marketing communications related field. The programme aims to develop:

* A systematic understanding of and critical reflection of current theories, models, concepts and professional practice in marketing and marketing communications.
* The ability to apply knowledge and understanding of marketing and marketing communications to complex strategic issues based on leading edge research and practice in the field.
* An understanding and critical awareness of the internal and external context in which marketing and marketing communications are practiced in organisations, including the global media market.
* An understanding of appropriate techniques sufficient to allow detailed investigation into relevant marketing communications issues, including the ability to acquire and analyse data and information; evaluate their relevance and validity; and to synthesise a range of information to solve business problems; and to complete research reports and projects.
* Creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in the field.
* The knowledge, skills and aptitudes for a career in marketing communications.

*N.B. A PGCert and PGDip student achieves these aims to a limited extent in the context of the modules taken as part of their study.*

**11. Programme outcomes**

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| 11. Programme outcomes |
| **A. Knowledge and understanding**On completion of this programme the successful student will have knowledge and understanding of :1. The role of marketing and marketing communications in contemporary organisations2. The leading models, concepts and theories of strategic marketing communications in contemporary organisations3. The role and strategic use of marketing and marketing communications relevant research4. The theories and concepts associated with integrated marketing communications, including specific emphasis on advertising, digital marketing, sales promotions and public relations5. The ethical and legal issues facing marketing decision makers | **Teaching/learning methods**Students gain knowledge and understanding through lectures and directed reading of textbooks and academic articles.Further opportunities to develop this understanding are provided through seminar classes. Computer-assisted learning (CD-ROM) and/or Web based materials) is used to reinforce understanding of these fundamental concepts. **Assessment Method**Students’ knowledge and understanding is assessed by a combination of formative and summative assessed coursework.Students will have to produce individual reports, group work reports, and presentations. |
| **B. Cognitive (thinking) skills**On completion of this programme the successful student will be able to:1. Analyse a marketing communications issue using suitable theoretical frameworks and practical data and devise alternative responses2. Evaluate alternative marketing and marketing communication strategies for feasibility and gap-reducing properties3. Correctly apply abstract marketing and marketing communication specific theories and relevant research to practical marketing situations4. Identify and solve strategic marketing communication problems combining appropriate theory and practice5. Decide research and knowledge  requirements for decision- making  purposes | **Teaching/learning methods**Students learn cognitive skills through tasks undertaken within seminar classes and relevant exercises/ coursework. The principal learning method employed is the case study, which may be historical or “live” (including the acquisition and analysis of data).**Assessment Method**Students’ cognitive skills are assessed by coursework assignments and presentations. Case study based assessments provide the opportunity to demonstrate all of 1-5.Students will have to produce individual reports, group work reports and analyse case studies. |
| **C. Practical skills**On completion of the programme the successful student will be able to:1. Critically evaluate the latest thinking in marketing communications theory2. Undertake a thorough scan of the environment relevant to marketing and marketing communications strategy development for an organisation3. Critically evaluate, interpret and integrate marketing research (both research data and theoretical frameworks) to guide decision making and communications strategy development4. Develop strategic options and select between them5. Develop a potentially effective marketing communications plan tailored to an organisation’s needs and constraints6. Implement, manage and critically evaluate a marketing communications programme | **Teaching/learning methods**Students learn practical skills through historical as well as ‘live’ case studies. Other forms of coursework assignments are also widely used for 1-6.**Assessment Method**Students’ practical skills are assessed by coursework and case study based projects are the main tools used for assessing 1-6.Students will have to produce individual reports, and group work reports and presentations.Students will also have to analyse case studies based on the relevant subject. |

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| **12. Programme structure (levels, modules, credits and progression requirements)** |
| **12. 1 Overall structure of the programme** |
| Please refer to the programme structure diagram on page 13. |

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| **12.2 Levels and modules**Starting in academic year 2010/11 the University is changing the way it references modules to state the level of study in which these are delivered. This is to comply with the national Framework for Higher Education Qualifications. This implementation will be a gradual process whilst records are updated. Therefore the old coding is bracketed below. |
| **Level 7** |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| students must take **all** of the following:**MKT4070**Integrated Brand Communications -Tools and Strategies[30 credits]**MKT 4012**Advertising and Digital Marketing[30 credits]**MKT4102**Practitioner Perspectives[15 credits]**MKT4017**Marketing Communications Analytics[15 credits]**MKT4051**Consumer Behaviour: Decision-Making Processes[15 credits] | Students must choose **one** of the following **15 credit** modules:**MKT4053**Creative Communication Strategy [15 credits] Or **MKT4031** Marketing Research Processes [15 credits]In addition students must choose **one** of the following **60 credit** modules:**MKT4009/** Dissertation (60 credits) Or **MKT 4029**Professional Practice Project[60 credits] | Students must successfully complete MKT 4070 and MKT 4012 if they are to exit with a PG Certificate in Higher Education.Students must successfully complete MKT4070, MKT4012, MKT4102, MKT4017 and MKT4051, and the equivalent of 15 credits from optional if they are to exit with a PG Diploma in Higher Education.Students must pass 120 credits before they can progress onto their dissertation |

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| **12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)** |
| Module level | Module code |
| None | .  |

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| **13. Curriculum map** |
| See Curriculum Map attached |

**14. Information about assessment regulations**

Please refer to module guide and regulations handbook - - [www.mdx.ac.uk/regulations](http://www.mdx.ac.uk/regulations)

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| 15. Placement opportunities, requirements and support (if applicable) |
| There is no formal Placement integrated into this Programme. However, if you wish to be considered for placement or internship after completing the attendance of taught courses, you may contact the Business School Employability Adviser Amanda, located in room WG34 (Williams Building). Amanda Adnyana-Roberts can be contacted on: 0208 411 6187 or reached at Amanda8@mdx.ac.uk |

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| 16. Future careers (if applicable) |
| Graduates will normally go into marketing careers or related areas on graduation. Indications are that this career market will continue to improve in the foreseeable future. The University Employability Service offers postgraduate students support in planning their career. The Charted Institute of Marketing, Institute of Direct Marketing, Institute of Practitioners in Advertising and many other professional bodies offer career support to members and highlight job opportunities for all graduates. |

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| 17. Particular support for learning (if applicable) |
| * Learner Development Unit - including both numeracy and literacy support
* Learning Resources
* Programme and Module Handbooks
* Induction and orientation programme
* Access to student achievement advisors
* Student e-mail and Unihub
* Placement support
* Tutor support through published office hours
* Disability support to ensure all students can actively participate in university life. For further information on the type of support available, please contact the Disability Learning Support.
* All marketing modules benefit from support of dedicated myUniHub websites and an extensive collection of online and hard copy learning resources
* Middlesex University Business School organises a regular programme of guest lectures by prominent speakers on key issues in business.
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| 18. JACS code (or other relevant coding system) | N500 |
| 19. Relevant QAA subject benchmark group(s) | Masters Business and Management |

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| 20. Reference pointsThe following reference points were used in designing the programme. * QAA Subject Benchmark Masters in Business and Management (Type I (A))
* QAA Framework for Higher Education Qualifications (FHEQ)
* QAA Codes of Practice
* Middlesex University Learning, Teaching and Assessment and distance education Strategies
* Middlesex University regulations
* Middlesex University Business School Mission and Vision
 |

**21. Other information**

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| 21. Other information |
| Indicators of quality:* Student achievement
* Buoyant enrolment
* Student feedback evaluation forms
* External examiners reports
* Student employability

 Methods for evaluating and improving the quality and standards of learning are:* External Examiner reports
* Quality Monitoring reports
* Board of Study
* Student focus groups
* Module evaluation and report
* Peer teaching observations
* Programme validation and review panels
* Quality Monitoring Reports

See Middlesex University’s Learning and Quality Enhancement Handbook for further information |

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the programme handbook and the University Regulations.

Curriculum map for MA Marketing Communications

This section shows the highest level at which programme outcomes are to be achieved by all MA Marketing Communications students

Curriculum map for MA Marketing Communications

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

**Programme learning outcomes**

|  |  |
| --- | --- |
| **Knowledge and Understanding** | **Practical skills** |
| A1 | the role of marketingand marketing communications in contemporary organisations  | C1 | critically evaluate the latest thinking in marketing communications theory |
| A2 | the leading models, concepts and theories of strategic marketing communications and digital marketing in contemporary organisations | C2 | undertake a thorough scan of the environment relevant to marketing communications strategy development of an organisation |
| A3 | the role and strategic use of marketing communications relevant research | C3 | critically evaluate, interpret and integrate marketing research (both research data and theoretical frameworks) to guide decision making and communications strategy development |
| A4 | the theories and concepts associated with integrated marketing communications, and advertising, digital marketing, sales promotions and public relations. | C4 | develop strategic marketing communications options and select between them |
| A5 | the ethical and legal issues facing marketing decision makers  | C5 | develop a potentially effective marketing communications plan tailored to an organisation's needs and constraints |
|  |  | C6 | implement, manage and critically evaluate a marketing communications programme  |
| **Cognitive skills** |
| B1 | analyse a marketing communications issue using suitable theoretical frameworks and practical data and devise alternative responses |
| B2 | evaluate alternative marketing communications strategies for feasibility and gap-reducing properties |
| B3 | correctly apply abstract marketing and marketing communications specific theories and relevant research to practical marketing situations |
| B4 | identify and solve strategic marketing communications problems combining appropriate theory and practice |
| B5 | decide research and knowledge requirements for decision-making purposes |

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| Programme outcomes  |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 | D7 |
| Highest level achieved by all graduates |
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**MA Marketing Communications**

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| --- | --- | --- |
| **Module Title**  | **Module Code by Level** | **Programme outcomes** |
| A1 | A2 | A3 | A4 | A5 | B1 | B2 | B3 | B4 | B5 | C1 | C2 | C3 | C4 | C5 |
| Advertising and Digital Marketing | MKT 4012 | ✓ | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |
| Integrated Brand Communications - Tools and Strategies | MKT 4070 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |  | ✓ | ✓ | ✓ | ✓ | ✓ |
| Marketing Communications Analytics | MKT 4017 | ✓ |  | ✓ |  |  | ✓ |  | ✓ |  | ✓ |  |  | ✓ |  |  |
| Consumer Behaviour: Decision-Making Processes | MKT 4051 | ✓ | ✓ | ✓ |  | ✓ |  |  | ✓ |  |  | ✓ |  |  |  |  |
| MarketingResearch Processes | MKT 4031 |  |  | ✓ |  | ✓ | ✓ | ✓ |  |  | ✓ |  | ✓ | ✓ |  |  |
| Creative Communication Strategy [15 credits]  | MKT4053 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |  |  |  | ✓ |  |
| Practitioner Perspectives[Compulsory 15 credits] | MKT 4102 | ✓ |  |  |  | ✓ | ✓ | ✓ | ✓ | ✓ |  | ✓ | ✓ |  |  | ✓ |
| Dissertation | MKT 4009 |  |  |  | ✓ |  |  |  |  |  | ✓ | ✓ |  |  |  |  |
| Professional Practice Project | MKT4028 |  |  |  | ✓ |  |  |  |  |  | ✓ | ✓ |  |  |  |  |

**PG Diploma Marketing Communications**

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| **Module Title**  | **Module Code by Level** | **Programme outcomes** |
| A1 | A2 | A3 | A4 | A5 | B1 | B2 | B3 | B4 | B5 | C1 | C2 | C3 | C4 | C5 |
| Advertising and Digital Marketing | MKT 4012 | ✓ | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |
| Integrated Brand Communications - Tools and Strategies | MKT 4070 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |  | ✓ | ✓ | ✓ | ✓ | ✓ |
| Marketing Communications Analytics | MKT 4017 | ✓ |  | ✓ |  |  | ✓ |  | ✓ |  | ✓ |  |  | ✓ |  |  |
| Consumer Behaviour: Decision-Making Processes | MKT 4051 | ✓ | ✓ | ✓ |  | ✓ |  |  | ✓ |  |  | ✓ |  |  |  |  |
| Practitioner Perspectives[Compulsory 15 credits] | MKT 4102 | ✓ |  |  |  | ✓ | ✓ | ✓ | ✓ | ✓ |  | ✓ | ✓ |  |  | ✓ |

**PG Cert Marketing Communications**

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| **Module Title**  | **Module Code by Level** | **Programme outcomes** |
| A1 | A2 | A3 | A4 | A5 | B1 | B2 | B3 | B4 | B5 | C1 | C2 | C3 | C4 | C5 |
| Advertising and Digital Marketing | MKT 4012 | ✓ | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |  | ✓ | ✓ |
| Integrated Brand Communications - Tools and Strategies | MKT 4070 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |  | ✓ | ✓ | ✓ | ✓ | ✓ |

Programme Specification and Curriculum Map for *MA Marketing Management*

|  |  |
| --- | --- |
| 1. Programme title | MA Marketing Management |
| 2. Awarding institution  | Middlesex University |
| 3. Teaching institution | Middlesex University |
| 4. Programme accredited by |  |
| 5. Final qualification | Master of ArtsPostgraduate DiplomaPostgraduate Certificate |
| 6. Academic year | 2013-14 |
| 7. Language of study | English |
| 8. Mode of study | Full Time / Part Time / Distance Learning |

**9. Criteria for admission to the programme**

**9.1 MA and PGDip:**

Applicants should normally have:

A UK Honours degree (normally classified 2.2 or above) or equivalent with a significant quantitative element in its curriculum. Equivalence of overseas qualification will be determined by NARIC.

Successful applicants must have competence in English language. For international applicants whose first language is not English the requirement is that they have IELTS 6.5 (with minimum 6.0 in all four components) or TOEFL internet based 87 (with at least 21 in listening & writing, 22 in speaking and 23 in reading

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| **10. Programme outcomes** |
| **A. Knowledge and understanding**On completion of this programme the successful student will have knowledge and understanding of :1. The role of marketing in contemporary organisations
2. Fundamental marketing management processes
3. Current trends in the business and marketing environment
4. The distinction between strategic and tactical marketing
5. A critical awareness of current marketing issues which are informed by leading edge research and practice in the field
6. An understanding of appropriate techniques sufficient to allow detailed investigation into relevant marketing and management issues
 | **Teaching/learning methods**Students gain knowledge and understanding through lectures and directed reading of textbooks and academic articles.Further opportunities to develop this understanding are provided through seminar classes as well as through the University’s virtual learning environment to reinforce understanding of fundamental concepts. **Assessment methods**Students’ knowledge and understanding is assessed by a combination of formative and summative assessed coursework, both. Perhaps more fundamentally, given the practical nature of the marketing discipline, students will be expected to take considerable responsibility for their own learning. This will be facilitated through experiential learning focused activities which not only reinforce content, but also allow students to develop and enhance skills relevant to employment. |

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| **B. Cognitive (thinking) skills**On completion of this programme the successful student will be able to:1. Analyse a marketing management situation and devise alternative responses
2. Evaluate alternative marketing strategies for feasibility and gap-reducing properties
3. Correctly apply abstract marketing models to practical marketing situations
4. Identify and solve management problems
5. Decide research and knowledge requirements for decision-making purposes
 | **Teaching/learning methods**Students learn cognitive skills through tasks undertaken within seminar classes. The development of cognitive skills will be developed through the employment of a range of teaching methods which expose students to marketing practitioners as well as live case studies.**Assessment Method**Students’ cognitive skills are assessed by coursework assignments, presentations and experience based projects.  |
| **C. Practical skills**On completion of the programme the successful student will be able to:1. Carry out a marketing audit of an organisation
2. Design research projects to achieve stipulated research objectives
3. Prepare concise and informative management reports on a marketing topic with a view to presenting such information
4. Develop strategic and operational marketing objectives and plans
5. Retrieve, sift and select information from a variety of sources and critically evaluate and interpret to support management decision-making
6. Application of marketing knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation
7. Creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry area used to develop and interpret knowledge in marketing
 | **Teaching/learning methods**Students learn practical skills through case studies and other forms of real time oriented course work assignments. **Assessment Method**Students’ practical skills are assessed by coursework. Additionally, some of these skills (1-6) are amenable to assessment through examination.  |

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| **11. Programme structure (levels, modules, credits and progression requirements)** |
| **11. 1 Overall structure of the programme** |
| Please refer to the programme structure diagram on page 18. |
| **11.2 Levels and modules**Starting in academic year 2010/11 the University is changing the way it references modules to state the level of study in which these are delivered. This is to comply with the national Framework for Higher Education Qualifications. This implementation will be a gradual process whilst records are updated. Therefore the old coding is bracketed below. |
| Level 7 |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| **MA** students must take **all** of the following:**MKT4200**Strategic Marketing Management (30 credits)**MKT 4004**Managing and Marketing Events (30 Credits)**MKT 4102**Practitioner Perspectives (15 Credits)**MKT4009**Dissertation(60 Credits) | **MA** Students must choose a total of 45 credits from the following:**MKT4013**Entrepreneurship Innovation and Small Business Marketing (30 Credits)**MKT4053**Creative Communication Strategies (15 Credits)**MKT4117**Brand Management (15 Credits)**MKT4033**Sport Marketing (15 Credits)MKT4058Arts Marketing (15 Credits)**MKT4048**Retail Marketing (15 Credits)**MKT4145**Social Marketing (15 Credits)**MKT4031**Marketing ResearchProcesses (15 Credits) | Students must successfully complete MKT 4200 and MKT 4004 if they are to exit with a PG Certificate in Higher Education.Students must successfully complete MKT4200, MKT4004, and the equivalent of 60 credits from optional and core modules if they are to exit with a PG Diploma in Higher Education.Students must pass 120 credit points to progress to the MA dissertation |
| ***11.3 Non-compensatable modules*** *(note statement in 12.2 regarding FHEQ levels)* |
| ***Module level*** | ***Module code*** |
| *None* |  |
| **12. Curriculum map** |
| See Curriculum Map attached |

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| **13. Information about assessment regulations** |
| Please refer to module guide and University regulations handbook. - [www.mdx.ac.uk/regulations](http://www.mdx.ac.uk/regulations) |
| **14. Placement opportunities, requirements and support (if applicable)** |
| N/A. |

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| **15. Future careers**  |
| Graduates will normally go into marketing careers or related areas on graduation. Indications are that this career market whilst challenging at present, will present opportunities for students with relevant academic and graduate skills developed in this Programme. The Hendon Campus Careers Service offer postgraduate students support in planning their career. The Chartered Institute of Marketing, Institute of Direct Marketing, Institute of Practitioners in Advertising and many other professional bodies offer career support to members and highlight job opportunities for all graduates. |
| **16. Particular support for learning (if applicable)** |
| All marketing modules benefit from support of dedicated myUniHub websites, module handbooks and an extensive collection of online and hard copy learning resources.Middlesex University Business School organises a regular programme of guest lectures by prominent speakers on key issues in business and marketing. ALL students are strongly encouraged to attend these events.Additional support for learning:* Learner Development Unit
* Learning Resources, in particular support for numeracy and literacy
* Programme Handbook and Module Handbooks
* Induction and Orientation programme
* Access to student achievement advisors
* Student e-mail account
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| **17. JACS code (or other relevant coding system)** | N500 |
| **19. Relevant QAA subject benchmark group(s)** | Masters in Business Management |

**18. Reference points**

QAA Subject Benchmarks

QAA Framework for Higher Education Qualifications (FHEQ)

QAA Codes of Practice

Middlesex University Learning Framework – Programme Design Guidance 2012

Middlesex University/Business School Teaching Learning and Assessment Strategy

Middlesex University Regulations

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| **19. Other information** |
| Methods for evaluating and improving the quality and standards of learning:* Regular board of study meetings and communication with student representatives
* Module feedback
* External examiner reports and responses to external examiner reports
* Monthly meetings of International Management and Innovation Department, with curriculum design and teaching, learning and assessment as a standing item on the agenda
* Peer observation, face-to-face feedback and written reports on peer observation
* Annual monitoring and appraisal process

Indicators of quality: * The Business and Management Group (including Marketing)
* achieved grade 22 (Excellent) for teaching quality from the QAA.
* CIM recognition
* RAE 2008 3a
* QAA Institutional Review April 2009
* Award winning research academics
 |

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the programme handbook and the University Regulations.

Curriculum map for *MA Marketing Management*

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

Programme learning outcomes

|  |  |
| --- | --- |
| **Knowledge and understanding** | **Practical skills** |
| A1 | The role of marketing in contemporary organisations | C1 | Carry out a marketing audit of an organisation |
| A2 | Fundamental marketing management processes | C2 | Design research projects to achieve stipulated research objectives |
| A3 | Current trends in the business and marketing environment | C3 | Prepare a concise and informative management report on a marketing topic with a view to presenting such information |
| A4 | The distinction between strategic and tactical marketing | C4 | Develop strategic and operational marketing objectives and plans |
| A5 | A critical awareness of current marketing issues which are informed by leading edge research and practice in the field | C5 | Retrieve, sift and select information from a variety of sources and interpret to support management decision-making |
| A6 | An understanding of appropriate techniques sufficient to allow detailed investigation into relevant marketing and management issues | C6 | Application of marketing knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation |
|  |  | C7 | Creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in marketing |

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| **Cognitive skills** |  |
| B1 | Analyse a marketing management situation and devise alternative responses | B4 | Decide research and knowledge requirements for decision-making purposes |
| B2 | Evaluate alternative marketing strategies for feasibility and gap-reducing properties | B5 | Identify and solve management problems |
| B3 | Correctly apply abstract marketing models to practical marketing situations |  |  |

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| Programme outcomes  |
| A1 | A2 | A3 | A4 | A5 | A6 | A7 | B1 | B2 | B3 | B4 | B5 | B6 | C1 | C2 | C3 | C4 | C5 | C6 | D1 | D2 | D3 | D4 | D5 | D6 | D7 |
| Highest level achieved by all graduates |
| 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |  |  |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
| **Module Title** | **Module Code by level** | Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | A6 | B1 | B2 | B3 | B4 | B5 | C1 | C2 | C3 | C4 | C5 | C6 | C7 |
| Strategic Marketing  | MKT4200 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Managing and Marketing Events | MKT4004 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Practitioner Perspectives | MKT4102 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Marketing Research Processes | MKT4031 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Sport Marketing | MKT4033 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Entrepreneurship, Innovation and Small Business Marketing | MKT4013 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Creative Communication Strategies | MKT4053 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Brand Management | MKT 4117 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Art Marketing | MKT 4058 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Social Marketing | MKT 4145 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retail Marketing | MKT 4048 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Dissertation\* | MKT4009 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Programme Specification and Curriculum Map for *MA International Business Management*

|  |  |
| --- | --- |
| 1. Programme title | MSc Management |
| 2. Awarding institution  | Middlesex University |
| 3. Teaching institution  | Middlesex University |
| 4. Programme accredited by  |  |
| 5. Final qualification  | Master of SciencePostgraduate DiplomaPostgraduate Certificate |
| 6. Academic year | 2013-14 |
| 7. Language of study | English |
| 8. Mode of study | Full Time / Part Time / Distance Learning |

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| 9. Criteria for admission to the programmeA UK Honours degree (normally classified 2.2 or above) or equivalent. Equivalence of overseas qualification will be determined by NARIC.Successful applicants must have competence in English language. For international applicants whose first language is not English the requirement is that they have IELTS 6.5 (with minimum 6.0 in all four components) or TOEFL internet based 87 (with at least 21 in listening & writing, 22 in speaking and 23 in reading). |

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| 10. Aims of the programme |
| The programme aims to:* develop students’ awareness and understanding, at an advanced professional level, of management concepts and techniques;
* develop students’ abilities to make decisions and solve complex problems in a variety of settings;
* enable students to lead innovation in different areas of organisations’ operations and outputs;
* enable students to manage change and deploy resources in efficient and effective ways;
* enable candidates to build organisational capability, monitor progress and successfully achieve results.

In the case of the Masters awards these aims will be realised in full. For earlier exit awards, achievement of aims will be as follows: for the Diploma, all aims stated above will be achieved in full, with the exception of completion of dissertation outcomes. For the Certificate exit award, aims will be achieved at an initial core, but not specialist, level. |

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| 11. Programme outcomes |
| A. Knowledge and understandingOn completion of this programme the successful student will have knowledge and understanding of:1. Core concepts and theories of management practice in a variety of organisational settings
2. The essential content of managerial work and the application to that content of insights from specialist management disciplines
3. The theory and practice, in management contexts, of advanced decision-making techniques that are based specifically on quantitative methods
4. Emerging issues and developments in contemporary management practice
5. Methods and techniques deployed in management research and scholarship
 | Teaching/learning methodsStudents gain knowledge and understanding through a combination of lectures, directed reading, guided independent study, including extensive use of online resources, case studies, guest/visiting speakers, group work, coursework, critical reflection, facilitated discussion, workshops and the dissertation.**Assessment methods**Students’ knowledge and understanding is assessed by an interlocking combination of: individual and group coursework, and the dissertation  |
| B. Cognitive (thinking) skillsOn completion of this programme the successful student will be able to:1. Demonstrate advanced levels of critical and reflective thinking applied to management and related topics
2. Critically evaluate aspects of professional managerial work in relation to management concepts and theory, including from a specifically quantitative perspective
3. Synthesise information from multiple sources and provide argued support for interpretations and evaluations made on the basis of such information
4. Apply suitable quantitative and analytical frameworks to inform effective management practice
 | **Teaching/learning methods**Students learn cognitive skills through methods outlined in **A** above; in particular, analysis, synthesis and evaluation are developed in seminar discussion and debate, as well as through independent study, including use of online resources. Practical guidance is given on all course-related tasks, and feedback is provided on all assessed coursework.**Assessment Method**Students’ cognitive skills are assessed bygroup and individual coursework, as well as seen, and the dissertation  |
| C. Practical skillsOn completion of the programme the successful student will be able to:1. Demonstrate their development of advanced skills in management practice
2. Deploy a range of relevant communication techniques in a professional manner, including written and/or oral presentations
3. Demonstrate their capability for self-directed and self-managed learning dealing with professionally-based tasks and problems
4. Apply a variety of specialised quantitative decision-making and/ or problem-solving techniques used in management contexts
5. Demonstrate research skills appropriate to postgraduate-level study and presentation along with an ability to apply a rigorous, scientific approach to management-related research
 | **Teaching/learning methods**Students strengthen their existing, practical skills through workshops. Additionally, practical skills are reinforced and extended through the following: seminar presentations and discussion, individual and group work, independent study, specialised research-method workshops and laboratory based sessions.**Assessment Method**Students’ practical skills are assessed by: group and individual coursework, and the dissertation |

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| 12. Programme structure (levels, modules, credits and progression requirements) |
| 12. 1 Overall structure of the programme |
| **MSc Management****MGT4200 Contemporary Management (30)****MGT4250 Financial and Strategic Management (30)****MGT4540 Operations Management (15)****MSO4735 Management Decision Making (15)****Option (15)\*****Option (15)\*****MGT4950 MSc Management Project (60)****Postgraduate Diploma in Management****MGT4200 Contemporary Management (30)****MGT4250 Financial and Strategic Management (30)****MGT4540 Operations Management (15)****STX4200 Management Decision Making (15)****Option (15)\*****Option (15)\*****Postgraduate Certificate in Management****MGT4200 Contemporary Management (30)****MGT4250 Financial and Strategic Management (30)****\*Options for MSc and PGDip**Choose TWO of the following:* Managing Projects
* Global Supply Chain Management
* Developing New Products and Services
* Management Consultancy Models
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| 12.2 Levels and modulesStarting in academic year 2010/11 the University is changing the way it references modules to state the level of study in which these are delivered. This is to comply with the national Framework for Higher Education Qualifications. This implementation will be a gradual process whilst records are updated. Therefore the old coding is bracketed below. |
| Level 7 |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MGT4200 Contemporary Management (30)MGT4250 Financial and Strategic Management (30)MGT4540 Operations Management (15)MSO4735 Management Decision Making (15)MGT4950 MSc Management Project (60) | Students must also choose 2 from the following:MGT4550 Managing Projects (15)MGT4510 Global Supply Chain Management (15)MGT4630 Developing New Products and Services (15)MGT4570 Management Consultancy Models (15) | Students must pass 120 credits before they can progress onto their dissertation |

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| 12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels) |
| Module level | Module code |
| Note | All modules are non-compensatable.  |

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| 13. Curriculum map  |
| See attached. |

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| 14. Information about assessment regulations |
| Middlesex University and Business School Assessment Regulations apply to this programme, without exception. |

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| 15. Placement opportunities, requirements and support (if applicable) |
| Although there is no Placement integrated into your Programme, there is an option to undertake a Placement if you so wish. For further information contact the Business School Employability Adviser, located in room WG34 (Williams Building).  |

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| 16. Future careers (if applicable) |
| The programme described here develops students’ advanced-level skills, knowledge and capabilities in management, preparing them, when coupled with the subject areas of their first degrees or earlier professional experience and their interests and aptitudes, for managerial positions in a variety of public and private sector organisations where an understanding of quantitative methods and model will be required such as in project management or logistics. As a result of the enhancement of students’ independent problem-solving and decision-making abilities during the programme, graduates are also better equipped for entrepreneurial activity.The Hendon Campus Careers Service offer postgraduate students support in planning their career. The Chartered Institute of Marketing, Institute of Direct Marketing, Institute of Practitioners in Advertising and many other professional bodies offer career support to members and highlight job opportunities for all graduates.Past students have successfully secured gainful employment in commercial, financial services ,media, retail and IT sectors. |

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| 17. Particular support for learning (if applicable) |
| * English Language Support and Numeracy support offered by the Learner Development Unit
* Learning Resources
* Programme Handbook and Module Handbooks
* Induction and orientation programme
* Access to student counsellors
* Student e-mail and internet access
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| 18. JACS code (or other relevant coding system) | N200 |
| 19. Relevant QAA subject benchmark group(s) | Business and Management |

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| 20. Reference points* QAA Guidelines for programme specifications
* QAA Framework for Higher Education Qualifications (FHEQ)
* QAA Subject Benchmark Masers in Business and Management
* QAA Codes of Practice
* Middlesex University Regulations
* Middlesex University Learning, Teaching and Assessment Strategy
* Middlesex University Learning Framework – Programme Design Guidance, 2012
* Middlesex University Business School Teaching, Learning and Assessment Strategy
* Middlesex University Business School Mission and Vision
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| 21. Other information |
| Methods for evaluating and improving the quality and standards of learning are:* External Examiner reports
* Board of Study
* Student focus group
* Module evaluation and report
* Peer teaching observations
* Student evaluation
* Validation and review panels
* Quality Monitoring Reports

Indicators of quality:* Student achievement
* Buoyant enrolment
* Student feedback evaluation forms
* Student employability

See Middlesex university’s Learning and Quality Enhancement Handbook for further information. |

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the rest of your programme handbook and the university regulations.

### Curriculum map for MSc Management

This section maps programme learning outcomes against the modules in which they are assessed.

### Programme learning outcomes

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| Knowledge and understanding | Practical skills |
| A1 | Core concepts and theories of management practice in a variety of organisational settings | C1 | Demonstrate their development of advanced skills in management practice |
| A2 | The essential content of managerial work and the application to that content of insights from specialist management disciplines | C2 | Deploy a range of relevant communication techniques in a professional manner, including written and/or oral presentations |
| A3 | The theory and practice, in management contexts, of advanced decision-making techniques that are based specifically on quantitative methods | C3 | Demonstrate their capability for self-directed and self-managed learning dealing with professionally-based tasks and problems |
| A4 | Emerging issues and developments in contemporary management practice | C4 | Apply a variety of specialised quantitative decision-making and/ or problem-solving techniques used in management contexts  |
| A5 | Methods and techniques deployed in management research and scholarship | C5 | Demonstrate research skills appropriate to postgraduate-level study and presentation along with an ability to apply a rigorous, scientific approach to management-related research |

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| Cognitive skills |  |
| B1 | Demonstrate advanced levels of critical and reflective thinking applied to management and related topics |  |  |
| B2 | Critically evaluate aspects of professional managerial work in relation to management concepts and theory, including from a specifically quantitative perspective |  |  |
| B3 | Synthesise information from multiple sources and provide argued support for interpretations and evaluations made on the basis of such information |  |  |
| B4 | Apply suitable quantitative and analytical frameworks to inform effective management practice |  |  |

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| Module Title  | Module Codeby Level | Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | B1 | B2 | B3 | B4 | C1 | C2 | C3 | C4 | C5 |  |  |  |  |  |
| Contemporary Management  | MGT4200 | X | X | X | X |  | X | X | X |  | X | X | X |  |  |  |  |  |  |  |
| Financial and Strategic Management | MGT4250 | X | X | X |  |  | X | X |  | X | X | X | X | X |  |  |  |  |  |  |
| Operations Management | MGT4540 |  | X | X |  |  | X | X |  | X | X | X | X | X |  |  |  |  |  |  |
| Management DecisionMaking | STX4200 |  |  | X |  | X | X | X | X | X |  | X | X | X | X |  |  |  |  |  |
| Managing Projects | MGT4550 |  | X | X |  |  | X | X |  | X | X | X | X | X |  |  |  |  |  |  |
| Global Supply ChainManagement | MGT4510 | X | X |  |  |  | X |  | X | X | X | X | X | X |  |  |  |  |  |  |
| Developing New Products and Services | MGT4560 | X | X | X |  |  | X | X | X |  | X | X | X |  |  |  |  |  |  |  |
| Management Consultancy Models | MGT4570 | X |  | X | X | X | X |  | X |  | X | X | X |  | X |  |  |  |  |  |
| MSc Management Dissertation | MGT4950 | X | X | X | X | X | X | X | X | X | X | X | X | X | X |  |  |  |  |  |

Post Graduate Diploma - MGT4200 and MGT4250 Plus two \*options.required

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| Module Title  | Module Codeby Level | Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | B1 | B2 | B3 | B4 | C1 | C2 | C3 | C4 | C5 |  |  |  |  |  |
| Contemporary Management  | MGT4200 | X | X | X | X |  | X | X | X |  | X | X | X |  |  |  |  |  |  |  |
| Financial and Strategic Management | MGT4250 | X | X | X |  |  | X | X |  | X | X | X | X | X |  |  |  |  |  |  |
| Operations Management | MGT4540 |  | X | X |  |  | X | X |  | X | X | X | X | X |  |  |  |  |  |  |
| \*Options |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Management DecisionMaking | STX4200 |  |  | X |  | X | X | X | X | X |  | X | X | X | X |  |  |  |  |  |
| Managing Projects | MGT4550 |  | X | X |  |  | X | X |  | X | X | X | X | X |  |  |  |  |  |  |
| Global Supply ChainManagement | MGT4510 | X | X |  |  |  | X |  | X | X | X | X | X | X |  |  |  |  |  |  |
| Developing New Products and Services | MGT4560 | X | X | X |  |  | X | X | X |  | X | X | X |  |  |  |  |  |  |  |
| Management Consultancy Models | MGT4570 | X |  | X | X | X | X |  | X |  | X | X | X |  | X |  |  |  |  |  |

Post Graduate Certificate

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| Module Title  | Module Codeby Level | Programme outcomes |
| A1 | A2 | A3 | A4 | A5 | B1 | B2 | B3 | B4 | C1 | C2 | C3 | C4 | C5 |  |  |  |  |  |
| Contemporary Management  | MGT4200 | X | X | X | X |  | X | X | X |  | X | X | X |  |  |  |  |  |  |  |
| Financial and Strategic Management | MGT4250 | X | X | X |  |  | X | X |  | X | X | X | X | X |  |  |  |  |  |  |