Programme Specification and Curriculum Map for MA/PG Diploma/PG Certificate Management in International Payments Ecosystem

1. Programme title	Management in International Payments Ecosystem
2. Awarding institution	Middlesex University
3. Teaching institution	Middlesex University
4. Programme accredited by	
5. Final qualification	MA/PG Diploma/PG Certificate Management in International Payments Ecosystem
6. Academic year	2016-2017
7. Language of study	English
8. Mode of study	Part-time

9. Criteria for admission to the programme
Participants will typically be managers who have been at Worldpay for a minimum of one year and in their current post for at least six months. Managers will be drawn from across Worldpay's geographies and would typically be a Head of a business unit. Evidence of sustained high performance identified by the Worldpay Performance Review process will also be a key criterion. Additional criteria for consideration include the potential to take on greater responsibility and become future leaders and participants who are looking to

broaden their roles within Worldpay and require more exposure to the business to progress their career. It is anticipated that the majority of applicants will have a first degree and/or significant work experience demonstrating an ability to study at Masters level. For those whose first language is not English, applicants will need to demonstrate English Language proficiency in addition to the other entry requirements. A minimum score of 6.5 in IELTS or a TOEFL score of 575 for the written test or 230 for the computer test, or a recognised equivalent qualification must be obtained.

Nominations for the Programme will be made in line with Programme Specification, Section 9 *Criteria for Admission to the Programme* (p30) following Worldpay's Nominations Process. These nominees will complete a Middlesex University Application Form which will be reviewed by the Programme Leader who will accept or discuss further with University Admission and Business School Senior Team if necessary.

10. Aims of the programme
The programme aims to develop industry-specific expertise, strategic thinking and leadership capability; to enable participants to contribute to a key strategic issue, to develop critical thinking and to drive networking and exposure of participants across/within and beyond the organisation. The programme also aims to develop individuals to manage successfully and ethically across their organisation(s) in an increasingly global, diverse and dynamic business environment.

These aims are achieved through:

- Ensuring that participants gain a thorough and integrated understanding of the various disciplines that contribute to the study of management as this applies within the payments industry;
- Facilitating the application of such disciplines to ensure practices both effective and ethical;
- Enhancing personal and professional skills for management and leadership in the context of the payments industry.

Specific objectives for the MA - participants will be able to:

- build upon previous relevant experience in business and management
- apply previous and newly acquired knowledge and experience to complex business issues in the payments business environments
- develop strategic thinking and innovation skills
- develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate and apply this to the payments industry and its related fields
- demonstrate a broad perspective on organisational management and its wider impact on society and the environment
- operate and manage in a global and multicultural environment
- develop interpersonal and group-working skills
- undertake lifelong learning and personal development
- undertake leadership and transformational roles in business

Specific objectives of the PG Diploma – participants will be able to:

- build upon previous relevant experience in business and management
- apply previous and newly acquired knowledge and experience to complex business issues in the payments business environments
- develop strategic thinking and innovation skills
- develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate and apply this to the payments industry and its related fields
- demonstrate a broad perspective on organisational management and its wider impact on society and the environment
- develop interpersonal and group-working skills
- undertake lifelong learning and personal development

Specific objectives for the PG Certificate – participants will be able to:

- build upon previous relevant experience in business and management
- apply previous and newly acquired knowledge and experience to complex business issues in the payments business environments
- undertake lifelong learning and personal development

11. Programme Outcomes

11.1 Programme Outcomes for the MA

A. Knowledge and understanding

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

1. The core business of the payments industry and its relationship to strategic management.
2. The strategic role of finance within organisations and how regulation affects the payments industry.
3. The role of leadership in the strategic management of people and resources in payments organisations.
4. The theory, practice and emerging trends of management concepts, ideas, models and frameworks.
5. The theory and practice of business in international contexts.
6. The role of innovation in in value creation the payments environment.

Teaching/learning methods

Participants gain this knowledge and understanding through:

1. Theory and practical workshop sessions and critical discussions are used to instil outcomes 1, 2, 3, 4, 5 and 6
2. Case studies will be used to challenge participants' thinking in a practical context and serve to link theory to practice, to achieve outcomes 1, 2, 3, 4, 5 and 6
3. Directed reading from books, professional journals, and web-based or e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6

4. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

Assessment Methods

Participants' knowledge and understanding is assessed by:

1. Individual and group reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Seen and unseen case study-study assessments will be used to assess participants' achievement of outcomes 1, 2, 4 and 6
3. Individual and group presentations to assess achievement of outcomes 1, 2, 3, 4, 5, and 6.
4. The final Business Project to assess the programme's aims and objectives holistically

B. Cognitive (thinking) skills

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

1. Critically evaluate management concepts, theories models and frameworks.
2. Apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments.
3. Evaluate options using appropriate decision-making criteria including the use of financial tools.
4. Analyse the dynamics and effectiveness of personal, team and staff performance and development.
5. Think reflectively.
6. Analyse and develop diverse investigative methodologies to apply to solve organisational management problems.

Teaching/learning methods

Participants develop these cognitive skills through

1. Learning sessions that are used to instil in participants the foundations of outcomes 1, 2, 3, 4, 5 and 6
2. Case studies to achieve outcomes 1, 2, 3, 4 and 6
3. Reflective activities in class and using online materials to achieve outcome 5
4. Open and directed workshops and discussions will be used to achieve outcomes 1, 3, 4, and 6
5. Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6
6. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

Assessment Methods

Participants' cognitive skills are assessed by

1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Seen and unseen case study-reports to assess the achievement of outcomes 1, 2, 3, and 4.
3. Presentations to assess the achievement of outcomes 1, 2, 3, and 4.
4. Review of Learning assignment plus learning insights logs and elements in reports to assess the achievement of outcome 5
5. Business Project to assess the achievement of the programmes aims and objectives holistically

C. Practical skills

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

1. Operate effectively with an understanding of payments ecosystems cultures and environments.
2. Develop organisational performance.
3. Undertake research to address strategic and tactical management issues within organisations.
4. Demonstrate leadership and associated interpersonal skills to address organisational problems.
5. Conduct organisational analysis to identify key strategic problems and develop solutions.
6. Undertake critical analyses to develop, plan and recommend implementation of strategic decisions.
7. Group work skills and the ability to work effectively in a team.

Teaching/learning methods

Participants develop these practical skills through

1. Case studies to achieve outcomes 1, 2, 3, 4 and 5
2. Activities to achieve outcomes 1, 3, and 5
3. Open and directed workshops and discussions to achieve outcomes 1, 2, 3 and 5
4. Directed reading including use of e-learning materials to achieve outcomes 1, 2, 4 and 5
5. Presentations to achieve outcomes 1, 2, 3, 4 and 5
6. Group interaction sessions to achieve outcomes 1, 3, 4 and 5

Assessment Method

Participants' practical skills are assessed by

1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5, 6 & 7
2. Individual reports and group presentations to assess the achievement of outcomes 1, 2, 3, and 4.
3. Seen and unseen case study-based reports to assess the achievement of outcomes 1, 4 and 5
4. Business Project to assess the achievement of the programmes aims and objectives holistically

11.2 Programme Outcomes for the PG Diploma

A. Knowledge and understanding

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

1. The core business of the payments industry and its relationship to strategic management.
2. The strategic role of finance within organisations and how regulation affects the payments industry.
3. The role of leadership in the strategic management of people and resources in payments organisations.
4. The theory, practice and emerging trends of management concepts, ideas, models and frameworks.
5. The theory and practice of business in international contexts.
6. The role of innovation in in value creation the payments environment.

Teaching/learning methods

Participants gain this knowledge and understanding through:

1. Theory and practical workshop sessions and critical discussions are used to instil outcomes 1, 2, 3, 4, 5 and 6
2. Case studies will be used to challenge participants' thinking in a practical context and serve to link theory to practice, to achieve outcomes 1, 2, 3, 4, 5 and 6
3. Directed reading from books, professional journals, and web-based or e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6
4. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

Assessment Methods

Participants' knowledge and understanding is assessed by:

1. Individual and group reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Seen and unseen case study-study assessments will be used to assess participants' achievement of outcomes 1, 2, 4 and 6
3. Individual and group presentations to assess achievement of outcomes 1, 2, 3, 4, 5, and 6.

B. Cognitive (thinking) skills

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

1. Critically evaluate management concepts, theories models and frameworks.
2. Apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments.
3. Evaluate options using appropriate decision-making criteria including the use of financial tools.
4. Analyse the dynamics and effectiveness of personal, team and staff performance and development.
5. Think reflectively.

Teaching/learning methods

Participants develop these cognitive skills through

1. Learning sessions that are used to instil in participants the foundations of outcomes 1, 2, 3, 4, 5 and 6

2. Case studies to achieve outcomes 1, 2, 3, 4 and 6
3. Reflective activities in class and using online materials to achieve outcome 5
4. Open and directed workshops and discussions will be used to achieve outcomes 1, 3, 4, and 6
5. Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6
6. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

Assessment Methods

Participants' cognitive skills are assessed by

1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Seen and unseen case study-reports to assess the achievement of outcomes 1, 2, 3, and 4.
3. Presentations to assess the achievement of outcomes 1, 2, 3, and 4.
4. Review of Learning assignment plus learning insights logs and elements in reports to assess the achievement of outcome 5

C. Practical skills

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

1. Operate effectively with an understanding of payments ecosystems cultures and environments
2. Develop organisational performance
3. Undertake research to address strategic and tactical management issues within organisations

4. Demonstrate leadership and associated interpersonal skills to address organisational problems
5. Conduct organisational analysis to identify key strategic problems and develop solutions
6. Undertake critical analyses to develop, plan and recommend implementation of strategic decisions
7. Group work skills and the ability to work effectively in a team

Teaching/learning methods

Participants develop these practical skills through

1. Case studies to achieve outcomes 1, 2, 3, 4 and 5
2. Activities to achieve outcomes 1, 3, and 5
3. Open and directed workshops and discussions to achieve outcomes 1, 2, 3 and 5
4. Directed reading including use of e-learning materials to achieve outcomes 1, 2, 4 and 5
5. Presentations to achieve outcomes 1, 2, 3, 4 and 5
6. Group interaction sessions to achieve outcomes 1, 3, 4 and 5

Assessment Method

Participants' practical skills are assessed by

1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5, 6 & 7
2. Individual reports and group presentations to assess the achievement of outcomes 1, 2, 3, and 4.
3. Seen and unseen case study-based reports to assess the achievement of outcomes 1, 4 and 5

11.3 Programme Outcomes for the PG Certificate

A. Knowledge and understanding

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

1. Reflect on the range, depth and impact of learning to date.
2. Articulate how the learning claimed for has been gained.
3. Use a wide range of evidence to support the planning of a coherent and viable leadership development project demonstrating the impact that the proposed project will have on the work of other stakeholders and the organisation.
4. Demonstrate critical understanding of ethical issues relevant to proposed project work.
5. Identify, critically evaluate and use a wide range of frameworks and sources of knowledge and evidence appropriate to the project's aims and objectives.
6. Take account of the ethical implications involved in the project.
7. Reflect critically on the practice and development of self to guide future development.
8. Analyse and critically evaluate how the project has been planned and managed.

Teaching/learning methods

Participants gain this knowledge and understanding through:

1. Participation in workshops organised by the company in the context of the organisation itself plus reference to Online Learning Resources available via Unihub My Learning.

2. Undertaking academic credit-bearing modules designed to achieve the module learning objectives and outcomes.

Assessment Methods

Participants' knowledge and understanding is assessed by individual assignments associated with the academic modules. These draw upon learning and reflection upon experiences gained:

1. During the workshops and significant events from earlier in career.
2. During the leadership development project.

B. Cognitive (thinking) skills

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

1. Demonstrate the stages of the critical thinking process.
2. Use a variety of models and frameworks to analyse and critically evaluate business situations in the workplace.
3. To rationalise and evaluate the contribution of management and leadership development interventions.
4. Apply the research process to a business issue from a leadership and management perspective.

Teaching/learning methods

Participants develop these cognitive skills through

1. Workshop sessions.
2. Practical exercises.

3. Conducting research both as part of the workshop learning objectives and outcomes and the academic assignments associated with the modules.

Assessment Methods

Participants' cognitive skills are assessed by learning and reflection upon experiences gained:

1. During the workshops and significant events from earlier in career.
2. During the leadership development project.

C. Practical skills

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

1. Demonstrate how existing learning can be applied.
2. Specify how a wide range of resources can be used.
3. Review learning clearly, concisely and persuasively.
4. Demonstrate value of an intervention to specific stakeholders.
5. Critically evaluate role as change agent.
6. Demonstrate literacy expected at a postgraduate level.

Teaching/learning methods

Participants develop these practical skills through practical participation during a series of developmental workshops provided by the company. Methods will include debate, discussion, dialogue, syndicate/group exercises, presentation to tutors plus the use of a reflective learning and development journal/log created and maintained throughout the programme.

Assessment Method

Participants' practical skills are assessed by individual assignments associated with the academic modules. These draw upon learning and reflection on experiences gained during the company workshops.

12. Programme structure (levels, modules, credits and progression requirements)
12. 1 Overall structure of the programme

This programme is structured around a series of workshops (face to face and virtual) and assignments scheduled across a two-year period. Content and design of the workshops is specified by the organisation in collaboration with the University to provide the key knowledge, understanding and skills identified as crucial to the achievement of the organisation's strategy. The specific learning outcomes are designed by the University in line with QAA benchmarks for MA programmes. The assessment of these is contained in a series of Module Narratives.

12.2 Levels and modules		
Level 7		
COMPULSORY	*OPTIONAL*	*PROGRESSION REQUIREMENTS*
Participants must take all of the following: • LWO4111 Review of Learning, PDP & Project Plan (30 credits) • LWO4112 Project Report (30 credits) • MGT4635 Business Strategy (20 credits) • FIN4635 Payments Industry: Finance & Industry Regulation (20 credits)	N/A	Participants must pass 60 credits (LWO4111 & LWO4112) before they can progress to Modules , MGT4814; FIN4815; MGT 4816; MGT 4817 Participants must pass 120 credits (LWO4111; LWO4112, MGT 4835; FIN4635; MGT 4836; MGT 4837) before they can progress onto their Business Research Methods (MGT 4838) and Business Project (MGT4639)

12.2 Levels and modules		
Level 7		
COMPULSORY	*OPTIONAL*	*PROGRESSION REQUIREMENTS*
• MGT4636 Management Perspectives (20 credits) • MGT4637: Payments: Value Creation, Innovation & Technology (VCIT) (20 credits) • MGT4638: Research Methods (10 credits) • MGT4639: Business Project (30 credits)		Participants must pass MGT 4638 as a prerequisite for MGT4639

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

13. Curriculum map
See Curriculum Map attached

14. Information about assessment regulations

University and School Assessment Regulations apply to this Programme.

Exit Awards
Participants on the MA Management in International Payments Ecosystem programme who step off or fail to complete the requirements of the MA programme will be awarded a Postgraduate Diploma or a Postgraduate Certificate as an exit award, depending on the number of credit points accumulated.

The Postgraduate Diploma in Management in International Payments Ecosystem is awarded after 140 credits, however students could exit with 120 credits with a generic PG Diploma. As all modules are core to the programme they would all need to be completed to be awarded as named awards in Management in International Payments Ecosystem. The Postgraduate Certificate in Management in International Payments Ecosystem can be awarded after 60 credits have been achieved.

Classification of MAs
The MA classification follows University regulations for participants who take the 30 credit Business Project MGT4639 and its prerequisite Research Methods module MGT4638. The MA will be classified as Distinction, Merit or Pass according to the following convention:

Distinction:

1. Grade 1-4 in the Research Methods MGT4810 (10 credits) and Business Project MGT4818 (30 credits) *plus*
2. Grade 1-4 in 50 % or more of the remaining modules
3. If 2 not achieved, then Merit.

Merit:
1. Grade 1-8 in the Research Methods MGT4810 (10 credits) and Business Project MGT4818 (30 credits) *plus*
2. Grade 1-8 in 50 % or more of the remaining credits
3. If 2 not achieved, then Pass.

Pass:
Grades 1-16 any other combination.

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

N/a

16. Future careers (if applicable)

Whilst career opportunities will be enhanced by successfully completing this Masters qualification there can be no automatic guarantee of promotion.

17. Particular support for learning (if applicable)

N/a

18. JACS code (or other relevant coding system)

TBA

19. Relevant QAA subject benchmark group(s)

Business and Management

20. Reference points

The following reference points were used to construct this programme specification:

- QAA guidelines for programme specifications
- QAA Business and Management benchmarks
- Academic Quality Service (AQS) Guidelines
- Enhancing Learning, Teaching and Assessment Strategy interim document 2014-2015 (due for review next academic year)

- University Regulations including Equal Opportunity & Disability Guidelines

21. Other information

Indicators of quality:

- Participant achievement
- Buoyant enrolment via organisation feedback plus targeted marketing
- Participant feedback evaluation forms
- External examiners reports
- Organisational Metrics as specified in the Programme Evaluation Strategy

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

- External Examiner reports
- Annual Monitoring reports
- Board of Study
- Participant focus groups
- Module evaluation and report
- Peer teaching observations
- Participation evaluation
- Validation and review panels

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

Curriculum map for MA Management in International Payments Ecosystem

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 core business of payments firms and its relationship to strategic management	C1	Operate effectively with an understanding of payments industry cultures and environments
A2	The strategic role of finance within organisations and how regulation affects the payments industry	C2	Develop organisational performance
A3	The role of leadership in the strategic management of people and resources in payments organisations	C3	Undertake research to address strategic and tactical management issues within organisations
A4	The theory, practice and emerging trends of management concepts, ideas, models and frameworks	C4	Demonstrate leadership and associated interpersonal skills to address organisational problems
A5	The theory and practice of business in international contexts	C5	Conduct organisational analysis to identify key strategic problems and develop solutions
A6	The role of entrepreneurship, enterprise and consultancy in the payments environment	C6	Undertake critical analyses to develop, plan and recommend implementation of strategic decisions
		C7	Group work skills and the ability to work effectively in a team
Cognitive skills			
B1	critically evaluate management concepts, theories models and frameworks;		
B2	apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments;		
B3	evaluate options using appropriate decision-making criteria including the use of financial tools.;		
B4	analyse the dynamics and effectiveness of personal, team and staff performance and development;		
B5	think reflectively;		
B6	analyse and develop diverse investigative methodologies to apply to solve organisational management problems.		

Programme outcomes																		
	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
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 and Level	MA Programme outcomes achieved via																		
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
Review of Learning, PDP & Project Plan	LWO4111			X	X						X	X	X							
Project Report	LWO4112			X					X	X	X	X	X	X	X	X	X	X		
Business Strategy	MGT4635	X		X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Payments: Finance & Industry Regulation	FIN4635	X	X	X	X	X	X	X	X	X		X		X	X	X		X	X	
Management Perspectives	MGT4636	X		X	X	X	X	X	X			X	X	X	X	X		X	X	X
Payments: Value Creation, Innovation & Technology	MGT4637	X	X		X		X	X	X	X		X	X	X	X	X		X	X	X
Research Methods	MGT4638								X	X	X	X	X			X		X	X	X
Business Project	MGT4639	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Module Title	Module Code and Level	PG Diploma Programme outcomes achieved via																		
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
Review of Learning, PDP & Project Plan	LWO4111			X	X						X	X	X							
Project Report	LWO4112			X					X	X	X	X	X	X	X	X	X	X		
Business Strategy	MGT4635	X		X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Payments: Finance & Industry Regulation	FIN4635	X	X	X	X	X	X	X	X	X		X		X	X	X		X	X	
Management Perspectives	MGT4636	X		X	X	X	X	X	X			X	X	X	X	X		X	X	X
Payments: Value Creation, Innovation & Technology	MGT4637	X	X		X		X	X	X	X		X	X	X	X	X		X	X	X