

Programme Specification

1.	Programme title	M.Sc. Management September/January/April M.Sc. Management with Professional Experience (24 months) September/January
2.	Awarding institution	Middlesex University
3a	Teaching institution	Middlesex University: London
3b	Language of study	English

4a	Valid intake dates and mode of study
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Mode of Study	Cohort	Delivery Location	Duration
Full time/part time Professional experience programme is full time only	September/January/April		

4b	Delivery method	On-campus
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5. Professional/Statutory/Regulatory body (if applicable)

6.	Apprenticeship Standard (if applicable)	
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7. Final qualification(s) available
M.Sc. Management
Postgraduate Diploma Management

Postgraduate Certificate Management

M.Sc. Management
with Professional Experience

Postgraduate Diploma Management with Professional Experience

8. Academic year effective from

2025/6

9. Criteria for admission to the programme

Applicants must have a good honours degree (2:2 and above) from a UK University, or the equivalent from a recognised overseas University, or an equivalent recognised qualification. The equivalence of qualifications from outside the UK will be determined according to NARIC guidelines.

Students whose first language is not English will need to demonstrate English language proficiency in addition to the other entry requirements. A minimum IELTS score of 6.0 overall, with a minimum of 6.0 in Reading and Writing and minimum of 5.5 in Listening and Speaking, or an equivalent qualification recognised by Middlesex University must be obtained.

The University aims to ensure that its admissions processes are fair, open and transparent and aims to admit students who, regardless of their background, demonstrate potential to successfully complete their chosen programme of study where a suitable place exists and where entry criteria are met. The University values diversity and is committed to equality in education and students are selected on the basis of their individual merits, abilities and aptitudes. The University ensures that the operation of admissions processes and application of entry criteria are undertaken in compliance with the Equality Act.

We take a personalised but fair approach to how we make offers. We feel it's important that our applicants continue to aspire to achieving great results and make offers which take into account pieces of information provided to us on the application form.

This includes recognition of previous learning and experience. If you have been working, or you have other learning experience that is relevant to your course, then we can count this towards your entry requirements and even certain modules once you start studying.

10. Aims of the programme

The M.Sc. Management programme fosters advanced critical thinking, problem-solving, and decision-making by integrating contemporary business and management theory with practice. Students will analyse complex business environments, evaluate strategic and operational challenges, and synthesise innovative solutions using applied learning, technological and analytical competencies.

Through specialised elective pathways, students will critically assess and apply advanced concepts in areas such as the business digital environment, management analytics, corporate finance, psychology of work, global supply chain management and sustainability, management consultancy, and project management.

Graduates will be empowered with the cognitive and professional competencies necessary to formulate strategic solutions, lead in dynamic global business environments, and drive innovation within diverse organisational contexts.

This aim will be achieved by:

- developing students' knowledge and critical understanding of the theories that shape contemporary management practice,
- enhancing students' ability to apply a range of business and management concepts and techniques to drive effective decision-making and strategic execution,
- strengthening students' problem-solving and analytical skills within dynamic business environments, enabling them to manage change, allocate resources efficiently, and build organisational capability to achieve results,
- equipping students with the expertise to manage and contribute across various organisational functions, including people management, marketing, finance, global supply chain management and sustainability, project management, and management consultancy,
- fostering an appreciation for the role of emerging technologies, inclusive and sustainable business practices, ethical leadership, and entrepreneurial thinking, encouraging students to lead with integrity and social responsibility,
- developing advanced skills in technological application, critical analysis, and evaluation, empowering students to drive innovation within organisations,
- enabling students to conduct rigorous applied research through the dissertation, strengthening their ability to generate evidence-based insights, or providing experiential learning through a simulation, allowing students to make informed business decisions and reflect on their decision-making processes.

11.	Programme learning outcomes
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A. Knowledge and understanding

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

1. business strategy and leadership, corporate social responsibility, ethics and sustainability;
2. core concepts and theories of operations management and impact of emerging technologies in contemporary management practice;
3. core concepts and techniques that underpin management analytics;
4. managerial work and the application of core concepts and insights gained from a choice of electives; international business finance, marketing, global supply chain management, psychology, project management and management consultancy;

5. research philosophy, methodology, methods, and data analysis for both primary and secondary research;

B. Skills

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

1. critically apply strategic analysis tools to assess dynamic business environments and evaluate strategic choices, ensuring data-driven decision-making.
2. analyse and evaluate the role of emerging technologies, theories, and core management concepts in addressing practical business challenges.
3. synthesise information from multiple sources using management analytics to support informed, strategic decision-making,
4. construct and present well-reasoned, reflective, and, where appropriate, innovative arguments that demonstrate an advanced understanding of strategic management decisions. Integrate knowledge from chosen elective areas, including the business digital environment, management analytics, corporate finance, psychology of work, global supply chain management and sustainability, management consultancy, and project management,
5. critically develop and justify a systematic research approach by reviewing relevant literature, policies, and management practices, applying advanced research methodologies to generate evidence-based business insights,
6. gain insights through experiential learning and reflective practice, enhancing the ability to make informed, evidence-based business decisions.

Note: Skills programme outcome 6 will only be met by those students on the professional experience programme.

12. Teaching/learning methods

Large-group interactive classes, seminars, and workshops will contextualise key concepts and reinforce them through practical in-class exercises. Students will deepen their understanding through guided reading of textbooks and relevant academic and professional literature.

Seminars and workshops will enhance cognitive skills by engaging students in real-world problem-solving, critical analysis of contemporary practices and policies, and the development of rationalised solutions.

In large-group sessions, students will receive structured guidance on self-development, focusing on the competencies needed for independent research and reflection. These skills will support their dissertation or final project, where they will apply theoretical knowledge to a specific contemporary issue and produce a substantial analytical work.

¹ Approx. number of timetabled hours per week (at each level of	FT	PT
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¹ This information will be used as part of our submission to Discover Uni (previously Unistats).

study, as appropriate), including on-campus and online hours	12.5	5/7.5
Approx. number of hours of independent study per week (at each level of study, as appropriate)	FT 37.5	PT 20/17.5
Approx. number of hours on placement (including placement, work-based learning or year abroad, as appropriate).	FT 1,680 (12 months)	PT N/A

13. Employability

13a Development of graduate competencies

The programme is designed to engage students' curiosity and learning with topics that require both technological agility and problem-solving skills. Students will develop resilience and adaptability through engaging in assessment tasks and learn to communicate with empathy and inclusion through class discussions and presentations. Collaborative innovation, leadership and influence, and entrepreneurship are designed into assessments and interactive activities within workshops. The dissertation and simulation will develop skills to solve practical business challenges and further develop curiosity and learning, resilience and adaptability, independent thought and commercial awareness.

The programme will also run a personal and professional development workshop series (My Future), to further enhance student ability to articulate their skills and competencies and evidence their development.

13b Employability development

M.Sc. Management is designed to allow students whose career choices lie in Management to develop their ability to critically review and evaluate knowledge of theory and practice, analytical skills, acquire a body of knowledge, and be exposed to the frontiers of the subject, such as CSR, sustainability, international entrepreneurship, ESGs and management analytics.

13c Placement and work experience opportunities (if applicable)

Students on the Professional Experience programme will take either 12-month placement or the Business Transformation Project. If a student cannot secure a placement or are short of a maximum of 30 taught credits they will have the option to take the Business Transformation Project (24-month programme).

Students are responsible for securing their own placement but will have support available from our employability service, MDXworks. If a suitable placement opportunity has not been identified before the start of the placement module due to unsuccessful applications or unsuitability and students choose not to take the relevant project module, they will then be transferred to the non-experience programme upon successful completion of the dissertation or project module.

Before enrolling on the placement module, a student will go through the usual application process including an interview for the role.

During the placement, the teaching and learning will mentor students, focusing on work-based learning with the support of the lecturer and MDXworks.

13d Future careers / progression

Potential careers span a wide range, from Support Team Assistant to Regional Operations Manager/Business development lead/Chief Marketing Officer/ Data Analytics Manager
Our students have gained employment in management roles in prestigious organisations including Amazon, NHS, leading consulting firms, major financial institutions and educational institutions.

Some students may wish to continue their studies by embarking on a PhD.

14. Assessment methods

Students' **knowledge and understanding** are assessed through a range of activities, including business proposals, consultancy projects, presentations, written assignments, and the research and writing undertaken for their dissertation.

Cognitive skills are evaluated through coursework that requires students to **access, analyse, and interpret** data and literature to develop reports and business proposals. The dissertation provides an opportunity to **critically evaluate, design, and propose** solutions or future research directions. Alternatively, through strategic simulation, students will demonstrate **informed decision-making** and the ability to deliver **rationalised, evidence-based business decisions**.

Formative assessment—including drafts, peer discussions, and in-class activities—supports students' learning and directly contributes to their **summative assessments**. Formative feedback is provided throughout the programme to guide students in refining their work and developing advanced analytical and problem-solving skills.

Semester	Module		Assessment			
	Title	Credit size	Learning Week	Method of assessment	Type of assessment	
					Summative	
					Mid	End
1	Operations & Emerging Technologies	30	12	Portfolio of Operations management tasks (a)	x	
				Portfolio of Operations management tasks (b)		x
	Management Analytics	15	12	Portfolio of Activities (across a range of analytical methods)		x
	Psychology of Work or Project Management	15	12	Portfolio (2000 word) or Portfolio (3000 word)		x

2	Strategy and Leadership	30	12	15 min presentation oral (25%)	x	
				Individual report (3000word) (75%)		x
	Management Consultancy or International Business Finance	15	12	Consultancy report (2500 word) Or Individual Report (2500 report)		x
	Business Digital Environment or Global Supply Chain Management and Sustainability	15	12	Individual Report (2000 word) Or Individual Report (2000 word)		x
3	Research Methods and Dissertation or Business Simulation	60	Sept	Dissertation (15000 words) Or Simulation Outcome (40%) Reflection (8000 word) (60%)		x
24-month programme - Year 2						
3	Placement or Project	0	Sept	Placement or Project		x

15. Programme Structure (level of study, modules, credits and progression requirements)

Programme Overview:

Structure is indicative for Part-time routes.

Students must take all of the compulsory modules and choose following programme requirements from the optional modules.

Non-compensatable modules are noted below.

15. Programme structure (level of study, modules, credits and progression requirements)			
15a: Structure of the programme			
Full-time M.Sc. Management			
Semester 1		Semester 2	Semester 3
		MGT4925 Strategy and Leadership (30)	MGT4949 Research Methods and Dissertation (60) or MGT4939 Strategic Business Simulation (60)
MGT4924 Operations & Emerging Technologies (30)		MKT4646 Business Digital Environment (15)	
MGT4543 Management Analytics (15)		Or MGT4923 Global Supply Chain Management and Sustainability (15)	
HRM4335 Psychology of Work (15) Or MGT4926 Project Management (15)		MGT4927 Management Consultancy (15) Or	
		FIN4940 International Business Finance (15)	
Part-time M.Sc. Management			
	Semester 1	Semester 2	Semester 3
Year 1		MKT4646 Business Digital Environment (15) Or MGT4923 Global Supply Chain Management and Sustainability (15)	
	MGT4924 Operations & Emerging Technologies (30)	MGT4927 Management Consultancy (15) Or	

		FIN4940 International Business Finance (15)	
Year 2	MGT4543 Management Analytics (15) HRM4335 Psychology of Work (15) Or MGT4926 Project Management (15)	MGT4925 Strategy and Leadership (30)	MGT4949 Research Methods and Dissertation (60) or MGT4939 Strategic Business Simulation (60)
M.Sc. Management with Professional Experience (24 months)			
	Semester 1	Semester 2	Semester 3
Year 1	MGT4924 Operations & Emerging Technologies (30) MGT4543 Management Analytics (15) HRM4335 Psychology of Work (15) Or MGT4926 Project Management (15) MGT4942 Preparing for the Professional Placement (0)	MGT4925 Strategy and Leadership (30) MKT4646 Business Digital Environment Or MGT4923 Global Supply Chain Management and Sustainability (15) MGT4927 Management Consultancy (15) Or FIN4940 International Business Finance (15)	MGT4949 Research Methods and Dissertation (60) or MGT4939 Strategic Business Simulation (60)
Year 2	MGT4940 Postgraduate Placement (0) or HRM4941 Business Transformation Project (0)		

N.B To be awarded the named PGCert students must pass 60 credits including MGT4924 Operations & Emerging Technologies and to be awarded the named PGDip students must pass 120 credits including MGT4924 Operations & Emerging Technologies, MGT4925 Strategy and

Leadership and MGT4543 Management Analytics and 15 credits from any of the optional modules offered on this programme

Full-time M.Sc. Management (April)			
	Semester 1	Semester 2	Semester 3
	MGT4925 Strategy and Leadership (30) (15) MKT4646 Business Digital Environment (15) Or MGT4923 Global Supply Chain Management and Sustainability (15) MGT4927 Management Consultancy (15) Or FIN4940 International Business Finance (15)	MGT4924 Operations & Emerging Technologies (30) MGT4543 Management Analytics HRM4335 Psychology of Work (15) Or MGT4926 Project Management (15)	MGT4949 Research Methods and Dissertation (60) or MGT4939 Strategic Business Simulation (60)
Part-time M.Sc. Management			
	Semester 1	Semester 2	Semester 3
Year 1	(30) MGT4925 Strategy and Leadership (30)	MGT4543 Management Analytics (15) HRM4335 Psychology of Work (15) Or MGT4926 Project Management (15)	
Year 2	MGT4924 Operations & Emerging Technologies (30)	MKT4646 Business Digital Environment (15)	MGT4949 Research Methods and Dissertation (60)

		Or MGT4923 Global Supply Chain Management and Sustainability (15) MGT4927 Management Consultancy (15) Or FIN4940 International Business Finance (15)	(60) or MGT4939 Strategic Business Simulation (60)
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15b: Levels and modules

Level 7

Compulsory (Core)	Optional (Elective)	Progression requirements
MGT4924 MGT4925 MGT4543	MGT4926 MGT4927 MGT4923 FIN4940 HRM4335 MKT4646 MGT4949 or MGT4939	Students must complete all 120 taught credits before progressing to the dissertation
Students on the professional experience (24 months)		Students must pass all 120 taught credits before progressing to the postgraduate placement.
MGT4942	MGT4940 MGT4941	Students carrying a 30-credit deficit may take the relevant consultancy project.

15c: Non-compensatory Modules

All modules cannot be compensated

16. Programme-specific support for learning

- Programme induction workshops provide essential university and programme related information.
- All academic staff hold weekly office hours designated for meetings with students to discuss programme or module related issues or more general inquiries.
- Programme and module handbooks provide comprehensive programme and module related information.

- MyLearning provide information and resources to support students in their studies, including key learning materials and links to resources.
- Academic Skills Advisors offer students support with literacy and numeracy.
- Middlesex University Library and dedicated subject librarians provide guidance and access to specialist learning resources i.e., journals, textbooks, reports etc.
- UniHelp is University's central service through which students can access guidance, advice and support on any aspect of their life as a student.
- Counselling and Mental Health Team provides mental wellbeing support and counselling service to help students manage any challenges affecting them during their study.
- Disability and Dyslexia Service offer guidance and advice for students with learning difficulty or medical condition and arrange appropriate support.
- Progression and Support Team provide support and advice for students in issues related to their engagement, attendance and progression.
- Middlesex University Careers and Employability Service (MDXWorks) provide a range of opportunities and services to support students career development, including access to specialist advisers in business and management.
- International Student Advice Team provide information and advice on visa and immigration.

17. HECos code(s)

100078, 100080

18. Relevant QAA subject benchmark(s)

QAA Subject Benchmark Statement: For Master's' Degree in Business and Management 2023.

19. University Regulations

Middlesex university regulations apply to this programme: [Policies | Middlesex University \(mdx.ac.uk\)](https://www.mdx.ac.uk/policies)

20. Reference points

- QAA Subject Benchmark Statement: Master's Degree's Business and Management 2023. [Subject Benchmark Statement: Master's Degrees in Business and Management](#)
- QAA Subject Benchmark Statement: Business and Management – the basics 2023.
- The UK Quality Code for Higher Education 2023.
- The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies 2024.
- QAA and Advance HE; Education for Sustainable Development Guidance.
- Middlesex University Regulations 2023-24.
- Middlesex University Strategy 2031 – Knowledge into Action.
- Middlesex University Post Graduate Competencies.
- Middlesex University 2031 Learning Framework.
- Middlesex University Learning and Quality Enhancement Handbook (LQEH) <https://www.mdx.ac.uk/about-us/policies/academic-quality/handbook>

21. Methods for evaluating and improving the quality and standards of learning

All University standard methods will be used as well as the PTES survey results.
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22. Other information <i>(if applicable)</i>

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 they take 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.

23. Curriculum map for MSc Management

23a Programme learning outcomes

Knowledge and understanding
business strategy and leadership, corporate social responsibility, ethics and sustainability;
core concepts and theories of operations management and impact of emerging technologies in contemporary management practice;
core concepts and techniques that underpin management analytics;
managerial work and the application of core concepts and insights gained from a choice of electives; international business finance, marketing, global supply chain management, psychology, project management and management consultancy;
research philosophy, methodology, methods, data analysis for both primary and secondary research;
Skills
critically apply strategic analysis tools to assess dynamic business environments and evaluate strategic choices, ensuring data-driven decision-making.
analyse and evaluate the role of emerging technologies, theories, and core management concepts in addressing practical business challenges.
synthesise information from multiple sources using management analytics to support informed, strategic decision-making,
construct and present well-reasoned, reflective, and, where appropriate, innovative arguments that demonstrate an advanced understanding of strategic management decisions. Integrate knowledge from chosen elective areas, including the business digital environment, management analytics, corporate finance, psychology of work, global supply chain management and sustainability, management consultancy, and project management,
critically develop and justify a systematic research approach by reviewing relevant literature, policies, and management practices, applying advanced research methodologies to generate evidence-based business insights,
gain insights through experiential learning and reflective practice, enhancing the ability to make informed, evidence-based business decisions.

Programme learning outcomes								
A3	A4	A5	B1	B2	B3	B4	B5	B6

Highest level achieved by graduates								
7	7	7	7	7	7	7	7	7

Module Title	Module Code by Level of study		A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	B6
Level 7													
Strategy and Leadership	MGT4925	x			x			x			x		
Operations and Emerging Technologies	MGT4924		x		x				x		x		
Management Analytics	MGT4543			x	x					x	x		
Psychology of Work or Project Management	HRM4335 MGT4926	x	x		x			x		x	x		
Management Consultancy or International Business Finance	MGT4927 FIN4540	x	x		x			x		x	x		
Business Digital Environment or Global Supply Chain Management and Sustainability	MKT4646 MGT4923	x	x		x			x		x	x		
Research Methods and Dissertation or Business Simulation	MGT4949 MGT4939						x				x	x	
Postgraduate Placement or Business Transformation Project	MGT4940 MGT4941												x

24. Consultation	
University link tutors	None

Programme coordinators (for overseas campuses)	None
Students (via Programme Voice Groups and other channels of communication e.g. intranet)	PVGs and email communication
External Examiner(s)	Sprint
Employers/industry	Practice based discussions with programme team
Professional Statutory and Regulatory Bodies	None