

Nottingham Trent University Course Specification

Basic Course Information

1.	Awarding Institution:	Nottingham Trent University
2.	School/Campus:	Nottingham Business School / City
3.	Final Award, Course Title and Modes of Study:	MSc Management (Full-Time) MSc Management and Business Analytics (Full-Time) MSc Management and Finance (Full-Time) MSc Management and Global Supply Chain Management (Full-Time) MSc Management and International Business (Full-Time) MSc Management and Marketing (Full-Time)
4.	Normal Duration:	One year / two years with placement
5.	UCAS Code:	N/A

6. Overview and general educational aims of the course

This suite of one year Management MScs (or two years with an optional yearlong work placement) is designed to give you a theoretical background in management and equip you with practical skills relevant in the world of management, whilst enabling you to specialise in specific fields. The course should allow you to put theory and contemporary thinking into a practical management setting.

The MSc in Management award develops you to be an effective 21st century manager, able to operate in dynamic and complex organisational environments. The course will equip you with broad knowledge across a wide range of management subject areas and enable you to develop more specialist knowledge as the programme progresses.

The courses are conversion masters and are therefore not restricted to those with a business or management related first degree. The course lasts a full calendar year and includes a comprehensive development period which prepares you to work at Masters level in Management studies. It includes a major project which gives you the opportunity to apply the knowledge and analytical skills you have acquired on the course, and to make recommendations to the managers of a real organisation on a business issue. As well as offering a real-world consultancy opportunity, the course provides career development workshops and continuing Academic English Language support for international students.

All students on the MSc in Management study three core modules, but students are able then to choose from one of the following routes:

- Management
- Business Analytics
- Finance
- Global Supply Chain Management
- International Business
- Marketing

The routes build directly from the initial core modules and students will make a choice depending on their interests and future career aspirations. Choosing the

Management route will be particularly appropriate if you do not yet have a clear idea of which particular subject areas will be of most interest to you.

The MSc in Management suite of courses has four major components:

1. Firstly, the three core modules studied in semester one provide a basis for the study of management.
2. Secondly, you can elect to specialise by taking a route of three modules in Management, Finance, Global Supply Chain Management, International Business, Business Analytics or Marketing, thus providing breadth and flexibility to include issues or analytical perspectives of interest and value, across a dynamic business and managerial environment.
3. Thirdly, the course provides you with the opportunity to select a major project which meets your goals; either a consultancy project, an internship project, a global experience project involving a short period of study overseas, or a business research project. You will also be able to develop personally by undertaking the *Transformational Leadership Development (TLD)* module. This combination of modules will provide you with a range of opportunities that support your theoretical understanding of management, enable you to personalise your own curriculum and development schedule, and enhance your practical experience of a range of contemporary management issues.
4. Fourthly, the two year version of the course includes a yearlong work placement which follows on from the specialist modules and determines the nature of your major project. The major project for two year students will be a business research project drawing on an issue identified at the placement organisation.

We typically have over a hundred and fifty students on the course from over twenty-five different countries. Thus your learning experience builds on the active contribution of students from around the world, as well as from the UK, to create a truly international learning environment for all participants and to prepare you for a global workplace.

In summary, the main aim of our course is to develop you as well rounded managers, able to operate globally and across a wide variety of business environments. We will equip you with the theoretical insight and practical relevance increasingly necessary for a highly successful graduate career in management but we have also provided the opportunity for you to select specialist routes which best meet your needs and career aspirations. Therefore, as a graduate of the course you will have developed a wide range of skills and knowledge that will enhance your employability and enable you to achieve your own personal objectives.

7. **Course outcomes**

Course outcomes describe what you should know and be able to do by the end of your course if you take advantage of the opportunities for learning that we provide.

Knowledge and understanding

By the end of the course you should be able to:

1. Articulate a critical understanding of the contemporary issues, theories and conceptual frameworks used to explain and guide management activities in organisations
2. Demonstrate an understanding of a range of strategic models that can be utilised to explore and guide effective action in dynamic organisational environments

MSc Management

3. Demonstrate understanding of human resourcing issues arising from the internationalisation of business, informed by theories and conceptual frameworks on international HRM and taking account of ethical factors
4. Demonstrate a comprehensive knowledge and critical understanding of theoretical and practical aspects of innovation processes and the impact of organisational context on these processes

MSc Management and Finance

3. Explore and develop an understanding of the theoretical techniques, concepts and methods employed in financial risk management
4. Demonstrate a detailed understanding of the key finance theories

MSc Management and International Business

3. Demonstrate a critical understanding of a specific aspect of the internationalisation of a business and apply this to strategic expansion or development plans.
4. Demonstrate understanding of human resourcing issues arising from the internationalisation of business, informed by theories and conceptual frameworks on international HRM and taking account of ethical factors

MSc Management and Business Analytics

3. Demonstrate knowledge and understanding of analytics techniques including their strengths and limitations in supporting business performance improvement
4. Demonstrate the ability to apply analytical tools and techniques to support business development decisions.

MSc Management and Marketing

3. Demonstrate knowledge and understanding of the strategic marketing process
4. Demonstrate knowledge and understanding of marketing tactics and implementation

MSc Management and Global Supply Chain Management

3. Demonstrate a broad knowledge of the principles and concepts underlying the strategic and operational performance of organisations in relation to one another within the international supply chain
4. Demonstrate the role of operations theory in evaluating the strategic implications of variation and uncertainty on supply chain performance

All Courses

5. Apply knowledge, tools and techniques to resolve issues in new and diverse situations within the Management discipline
6. Evaluate the rigour and validity of published research and assess its relevance to the practice of the Management Discipline and synthesise existing research to identify alternative approaches
7. Demonstrate the ability to make recommendations for organisational practice based on theoretical insights through a process of experiential or applied learning
8. Demonstrate an aptitude for independent critical thought and rational inquiry
9. Demonstrate creativity and intellectual curiosity in both the application and synthesis of knowledge
10. Demonstrate proficiency in the use of techniques of research and enquiry to draw conclusions from a critical evaluation of relevant issues

11. Demonstrate an appreciation of the wider social, environmental and economic sustainability issues and their interrelationships which may be impacted by or have an impact on organisational activities.
12. Understand the environmental, social, governance and ethical problems that may occur in the Management discipline and apply appropriate frameworks or professional codes to resolve such problems.
13. Critically self-reflect, and demonstrate an international awareness and openness to the world, based on an appreciation of social and cultural diversity.
14. Develop a critical understanding of the role of the Management discipline in the global context.
15. Demonstrate a critical understanding of the role of the Management discipline in a wider organisational context.

Skills, qualities and attributes

By the end of the course you should be able to:

16. Analyse a variety of relevant data used in diverse contexts to support effective decision making in the Management discipline
17. Communicate key issues and arguments in written and oral format to a professional standard
18. Effectively use information and communication technologies relevant to the Management discipline
19. Work collaboratively in internationally diverse teams.
20. Make decisions and exercise judgement in organisational settings when faced with a range of alternative courses of action.
21. Take personal responsibility for continuing professional development and develop the capacity to be an effective and reflective practitioner.

8. Teaching and learning methods

NBS adopts a distinctive approach to the design of student learning opportunities, and your learning is structured around theory, practice, experience & observation, and reflection & improvement. At each level (course, module and session), you will study different theories, concepts and approaches and be given opportunities to apply these in a range of practical settings.

The aim is to enhance your understanding through the direct experience of business, where you will have opportunities to observe business practices and behaviours (including your own) and analyse these using theoretical knowledge. It is our intention that by reflecting on these experiences, you will be able to use these theories to guide your actions and decisions in a business context or even consider how a theory itself might be improved. In this way we aim to enhance the quality of your learning.

The teaching and learning strategy is designed specifically around the needs of a diverse student cohort and is based upon the following guiding principles:

- Facilitating a period of time for you to adjust to your new study environment, through the inclusion, for example, of a development programme and personal and professional development module.
- Encouraging constructive learning through a student-centred learning environment which allows for time for reflection and which provides you with guidance and support.
- Drawing upon student experiences through interactive workshops rather than a reliance on large group lectures.
- Seeing cultural diversity as a learning resource.

- Offering a range of learning experiences, including industry supported learning opportunities.

This course is therefore designed to offer you a theoretical *and* practical learning experience that fits your needs and enhances your career opportunities. You will enjoy a teaching and learning environment that is shared by your fellow students and academic staff who will be from different educational and cultural backgrounds and with whom you will have the chance to share your previous educational and practical experience. This provides a similar environment to working in international organisations where you interact with colleagues from different backgrounds. Working in groups with other students during the course will allow you to experience different cultures and learning styles. The different teaching, learning and assessment modes will therefore equip you with a number of essential skills, including but not limited to; communication, presentation, negotiation, report writing, analytical and, most importantly, critical thinking skills.

Most modules will be delivered over a four week period, with teaching delivered in three weeks and the fourth week left clear for assessment work. This enables you to focus on one subject at a time, whilst allowing time for preparation and assessment work. Contact within modules takes the form of many interactive workshops (of no more than c.30 students), some larger group lectures and structured guided study.

In all teaching sessions you will have the opportunity to ask questions, interact with other students and the lecturer on problem solving exercises, cases and discussions.

Undertaking this course and experiencing our different teaching and learning techniques will therefore equip you with the necessary skills to allow you to integrate into professional life in a management-related career.

9. **Assessment methods**

Our assessment strategy is designed to help you develop and demonstrate your knowledge, understanding and skills. We use a variety of assessment methods throughout the course, including formative assessments which do not count towards your final grades, but which provide useful feedback on your progress and development and guidance towards the summative assessments which do count towards your final grades.

In undertaking this course you will experience a number of different assessment methods aimed at helping your progression through the course and skills development. Assessment is balanced throughout the course, helping you to manage your workload. There will be a mixture of theoretical and practical assessments with a focus on applying the theory to real world situations.

We will also assess the 'softer' skills by using a mixture of assessment types and a combination of individual and group based assessments. Assessment types will therefore include academic and reflective essays, reports, presentations, examinations, portfolios, phase tests and case studies. Group learning is a central feature of our teaching and learning strategy, and indeed the ability to work effectively with others is essential to all work practice. It is thus appropriate that some elements of group assessment are incorporated, although individual performance is more highly weighted in order to give due credit for individual performance. Assessment will also incorporate experiential elements to enable you to apply your knowledge through live projects or simulations and cases.

These different types of assessment will provide you with the knowledge and different skills necessary to succeed in the world of management.

10. **Course structure and curriculum**

As previously noted, the course structure is based on three phases of study:

The first phase introduces the study of management through three modules, each with its own focus, from the individual manager and leader, through an exploration of management at the organisational level, to consideration of the dynamic strategic context in which managers operate. These modules are entitled Principles of Management, Managing in Organisations and Contexts of Management respectively, each developing your understanding of the management discipline.

This first phase enables us to integrate your developing theoretical knowledge with opportunities to practice the application of that knowledge as you progress.

These base skills are then developed in *the second phase*, which is your choice of specialist route. Each available route is described below.

MSc Management (Route)

This aim of the route is to build directly on the breadth of coverage offered through the study of the core modules in order to offer you the opportunity to engage with relevant and emerging management concerns. In line with the philosophy of integrating theory and practice the team have identified the central role of managing across cultures as the starting point of their route studies. This first module provides students' opportunities to consider how Human Resource issues arising from cross cultural settings can be understood with reference to emerging theory and frameworks, but also provides, through its innovative role play assessment, a chance to put those theories into practice and engage in management problem-solving.

The second module develops aspiring managers by introducing ideas central to organisational innovation and entrepreneurial learning. These are areas of study and practice which are becoming increasingly recognised as crucial to a responsive and outward looking enterprise and are of particular interest to a new generation of managers keen to learn about innovation and then become entrepreneurs, either in existing corporations or by setting up their own enterprises.

The first two modules introduce organisational innovation and cross cultural HRM as key features in the jobs landscape that you will face on completion of the MSc and take the first steps on your career. What the final module of this route aims to do is to help you better understand that landscape by enabling you to focus your study of management theory in a specific area chosen by you as important to your future career intentions.

MSc Management and Business Analytics (Route)

The Business Analytics route is designed to equip students with the analytics knowledge and skills to make data-driven decisions in support of strategic organisational aims. Students will learn the business analytics process, the goals of each stage of the process as well as tools and techniques to perform descriptive, predictive and prescriptive analytics so that they will be conversant in the basics of the business analytics field. In addition, students will learn the benefits and limitations of business analytics to help them overcome the common challenges in managing business analytics projects.

The route covers the three phases of business analytics (descriptive, predictive and prescriptive) and provides the knowledge and perspective to understand the

challenges facing practitioners. Students will gain fundamental knowledge of business analytics and descriptive statistics in Module 1. In Module 2, students will use their knowledge of descriptive statistics to develop skills in predictive and prescriptive analytics. Finally, in Module 3 students will apply their knowledge gained in the previous modules to analyse data to support decision making within business organisations.

In summary, the aim of this route is to produce business analysts with the scope, skills and understanding necessary for a manager operating in the field of Business Analytics.

MSc Management and Finance (Route)

This route starts with an exploration of the global financial market place including the structure, participants, types of market, regulatory functions and their changing role in society. The next module *Financial Statement Analysis* focuses on the analysis of financial statements to help improve your management decision making by applying and evaluating a range of analytical techniques. Important ethical and sustainability considerations around decision making are considered explicitly in this module.

The final module considers key aspects of financial management of corporations in a multinational environment. This provides you with a detailed understanding of key finance theories and an opportunity to apply these theories and further develop your skills of critical analysis.

MSc Management and Global Supply Chain Management (Route)

This route is designed to prepare you for a career in global supply chain management and the three modules take a staged approach to the development of skills and knowledge to achieve that aim. The focus of the route starts with managing operations at a strategic level directly building on knowledge developed during the *Managing in Organisations* core module. The second module of the route is firmly rooted in understanding the global supply chain and provides a broad awareness of the principles and concepts underlying the strategic and operational performance of organisations in relation to one another within the international supply chain.

The final module builds directly on both the two prior route modules, the skills component of the Research Methods for Managers module and the managing information element of the core *Foundations* module. Students are given the opportunity here to undertake analysis with realistic data to explore the type of questions they might confront in an operations role and/or in a global supply chain environment.

MSc Management and International Business (Route)

Progression through the modules that comprise this route involves changing the focus of study from micro (International HRM) to macro (Global Supply Chain Management). The progression is complementary to the levels through which you move through whilst studying the core management modules.

The importance of being able to manage effectively in increasingly global work environments is recognised in the first module, where the emphasis is placed on building the practical skills necessary for you to deal with the type of problems facing managers when working internationally.

The second module of the route is firmly rooted in understanding the global supply chain and provides a broad knowledge of the principles and concepts underlying

the strategic and operational performance of organisations in relation to one another within the international supply chain.

The final module gives you a choice of three options but each will give you knowledge relating to aspects of international business that will develop your ability to consider expansion into new markets.

MSc Management and Marketing (Route)

The curriculum for the Marketing route has been designed to underpinning knowledge associated with the practice of marketing. Within the first module, *Principles of Marketing*, you will become familiar with the fundamental issues and concepts relating to marketing practice.

The following module, *Understanding the Customer Experience*, builds on this knowledge to provide an in-depth understanding of the complexities of the consumer through exploring aspects of consumer buying behaviour. To do this you will reflect on your own buying behaviour and how it is impacted by people and events around you. Understanding customer behaviour and the drivers of this behaviour are fundamental to the practice of marketing. The module also allows you to develop important reflective skills.

In the final module, *Strategic Global Marketing*, you will address strategic marketing issues. Here you will take a more holistic view of how organisations respond to an ever changing global environment and in doing so will consider contemporary marketing practice. The market context shapes marketing practice and you will also understand how traditional and contemporary strategic marketing planning tools and approaches can be practically applied to formulate and implement an appropriate marketing strategy in a variety of business contexts. How the marketing profession responds to a changing environment and the corresponding strategic marketing processes adopted to ensure appropriate market entry will also be explored. The marketing modules are designed to ensure you will become familiar with the detail of marketing practice whilst also being able to operate at a strategic marketing level.

Integrated into all of these routes are two ten credit point modules, Transformational Leadership Development (TLD) and Research Methods for Managers, which both help to support your academic and professional personal development. In addition there are two important weeks scheduled in the year: Personal Development Week which offers a selection of professional development opportunities and Global Responsibility Week, which explores key ethical and sustainability-related dimensions of business and management.

In summary, over the course of study of the core and route modules you will have been introduced to the important challenges you will face on entering employment, and will feel confident in your intellectual abilities and skills for meeting those challenges. You will also be equipped to perform well in the final experience project phase of your masters' studies.

The final phase comprises your major project which gives you the choice (subject to qualification) of undertaking either a 'live' consultancy project, a short internship, a global programme involving attendance at an overseas partner's summer school, or for those with prior work experience or wishing to pursue a PhD, an academic research project.

The structure of the course is shown below:

Phase	Modules	
1	Principles of Management (20cp)	Transformational Leadership Development (10cp)
	Managing in Organisations (20cp)	
	Contexts of Management (20 cp)	
2	Route module 1 (20cp)	Research Methods for Managers (10cp)
	Route module 2 (20cp)	
	Route module 3 (20cp)	
3	Project (40cp) Consultancy work; Internship; Global and Research options are available	

Optional	There is also the option of spending an extra year on an industrial placement, making your Masters a two-year degree
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Trimester 2: Routes	Module 1	Module 2	Module 3
Management	International Human Resource Management	Innovation, Creativity and Entrepreneurial Ingenuity	Contemporary Issues in Management
Finance	Global Financial Markets	Financial Statement Analysis	Corporate Finance
GSCM	Strategic Operations	Global Supply Chain Management	Data for Operations Decision Making
International Business	International Human Resource Management	Global Supply Chain Management	International Experience or International Marketing or Networks and International Strategic Alliances
Business Analytics	Introduction to Business Analytics & intelligence	Predictive and prescriptive analytics	Data Analysis for Managerial Decision Making
Marketing	Principles of Marketing	Understanding the Customer Experience	Strategic Global Marketing

11. Admission to the course

Entry requirements:

For current information regarding all entry requirements for this course, please see the 'Applying' tab on the course information web page.

12. Support for learning

Support for your learning will be available from before your study starts. Prior to your enrolment, you will have online access to details of registration and preparatory work which needs to be done prior to the start of the course.

When you arrive you will undertake a development programme linked to the TLD module. Initially you will be provided with the basic knowledge of your course and its operations. This will encompass details of the course aims, teaching and learning strategy, introduce members of the teaching team, outline the timetable, assessment strategy, regulations and schedule, and explain the course management processes such as student feedback mechanisms and course committees, along with course and university regulations, and the range of facilities available at the University and the University's support and guidance services. This gives way to focused academic and professional development sessions; this includes a residential programme which has been specifically designed to help students build trust and start to work as teams. We are proud of our comprehensive and focused development programme which enables students from a variety of educational backgrounds to achieve a smooth transition into this high performance course.

Academic staff within the Business School have an excellent reputation for being approachable and enthusiastic about their subject area, with the courses being designed around face to face contact with a wide range of specialists. This is highly valued by our students and distinguishes us from many of our competitors. You will have many opportunities to build relationships both with tutors and fellow participants throughout the course. In service of this, students will be able to approach their course leaders, or other members of the teaching team for support and guidance and each student will be allocated an Academic Mentor.

It is expected that each student will meet with their Academic Mentor at least four times (two times in the first trimester, and once in each subsequent trimester). In addition to reviewing your academic progress, academic mentors have a key role in reinforcing your professional skills development and encouraging you to reflect on the different strands of your course and extra-curricula activity. Academic Mentors also play an important pastoral role, and where appropriate, will direct you to University support and guidance services. A student dashboard enables you and your tutor to track your engagement and progress and log the minutes of your meetings. Our specialist employability advisors are also there to provide you with help and support in terms of your future career.

Course Administrators are also an important part of your support arrangements. Course administrators are often the first port of call for students who have concerns and these individuals can be a non-formal means of discussing problems, and a source of useful information and guidance.

Nottingham Business School provides a high quality management learning environment designed to encourage creative thinking about real world issues confronting managers and their organisations. The School's professional approach to management education is supported by the latest communications and information technology, and extensive learning resources. The computing network offers 24-hour access to the University's computing facilities, and a range of services off-campus are also available, including email, electronic library services and access to a range of software. You will have access to a wealth of library materials including over 450,000 books (many of which are available as e-books), as well as an extensive audio-visual collection of videos and slides. Electronic library resources form a core part of the support to students, with over

200 databases and 9,000 electronic journals accessible by the e-library web portal. The School has a specialist Trading Room, and access to leading resources such as ft.com and Qualtrics for all students.

We also recognise that you sometimes need help that falls outside the academic area. The University's Student Support Services offers dedicated professional support services for both international and home students. Our aim is to ensure that you have access to appropriate support for academic, financial and personal issues which might affect your experience at the university.

13. Graduate destinations/employability

Undertaking this course will give you a wide insight into the different aspects of management, and as graduates of the course you will have developed a wide range of skills and abilities that will enhance your employability prospects.

In particular, this course will help you to:

- Change career direction towards a management role, or;
- Provide you with expertise in a area of management study new to you, or;
- Build on your existing expertise with up-to-date disciplinary knowledge and skills to be able to gain accelerated promotion in your chosen profession

If you chose to undertake the 2 year version of the course with a yearlong placement you will additionally enhance your employability by gaining some significant work experience.

As a graduate of the MSc Management course or one of its specialist routes you will have a wide range of possible careers in management and its specialisms. For example, our alumni across all routes have typically:

- found employment within a number of roles across a wide variety of areas, as consultants, analysts and advisers across both the private and public sectors
- progressed to senior management positions, for example with one of the large Management Consultancy firms.
- within the UK, joined graduate management trainee programmes
- as international students, returned to take on senior roles in their countries of origin
- in some cases been offered jobs with the SME company for whom they have completed an internship or consultancy project as part of the course
- gone on to study for further professional qualification (such as CFA ACCA or CIMA) as well as doctoral level studies.

Specialist careers advisers in NTU's employability team are there to help you identify strategies to enable you find a placement and to effectively pursue your career goals. The focus of this course will be on developing your skills and occupational awareness in ways that enable your successful transition into the world of management.

14. Course standards and quality

Management of each course is conducted through three formally constituted committees, the Board of Examiners, the Course Committee and the Course Enhancement Board (CEB). The Course Committee will be responsible for the overall quality assurance and management of the course. Its membership complies with the University's requirements as specified in the University's Academic Standards and Quality Handbook. Student representatives will also meet collectively with members of the School's Executive team once each term in a 'student forum', designed to facilitate communication between the student body and the management of the School.

Each course will also operate an annual 'course enhancement board' (CEB) Chaired by the Head of Postgraduate Programmes, which consists of employers, alumni, students and staff to consider the overall strategic direction of the course. The CEB provides the external direction and input from employers and alumni to ensure the continuing relevance of course content.

Course standards and quality are maintained in a number of ways. You will have the opportunity to provide anonymous written feedback on each of the modules you study, and the course as a whole. You will also be able to offer your comments and suggestions through (or have the opportunity to be elected to be) student course representatives, who attend course committees, the course enhancement boards and student forum meetings.

External examiners report on the appropriateness of the curriculum, the quality of student work and the assessment process. All tutors have their teaching observed by their peers.

15. Assessment regulations

This course is subject to the University's Common Assessment Regulations (located in Section 16 of the Quality Handbook). Any course specific assessment features are described below:

16. Additional Information

Collaborative partner(s):	N/A
Course referenced to national QAA Benchmark Statements:	Master's Degrees in Business and Management (QAA, 2007)
Course recognised by:	CMI
Date this course specification approved:	
Any additional information:	