

PROGRAMME SPECIFICATION (Taught Postgraduate)



1	Awarding Institution	Newcastle University
2	Teaching Institution	Newcastle University
3	Final Award	MSc
4	Programme Title	Management Management (with Study Abroad) Management (Dual Award)
5	Programme Code	5504F, 5505F, 5504N, 5504I
6	Programme Accreditation	N/A
7	QAA Subject Benchmark(s)	Masters Awards in Business and Management
8	FHEQ Level	Level 7
9	Last updated	V6 December 2023

10 Programme Aims

The overall aim of the programme is to provide a pre-experience Masters qualification in management. This programme aims to offer a generalist course in management, for graduates from non-business and management courses. In line with the QAA Subject Benchmark Statement for Business and Management Masters (March 2023) the specific aims of the programme are to:

1. Enable students to develop an advanced and critical understanding of organisations and their management, cultures and structures as well as wider economic, environmental and social contexts;
2. Support students to develop their abilities to apply knowledge and understanding of management to complex or difficult issues, both systematically and creatively, to improve management practice; and
3. Develop relevant skills and attributes which enable students to become impactful and responsible leaders, global and inclusive citizens as well as reflective lifelong learners.
4. Offer students the opportunity to develop graduate attributes which increase employability, particularly communication and (where applicable) language skills, intercultural competencies, adaptability, resilience and global awareness.
5. Gain insight into international Higher Education and experience differences in academic approach and learning environment.
6. Provide the opportunity to experience new areas of study outside of their usual programme of study at Newcastle University.

The programme reflects the knowledge, understanding and skills specified in the QAA benchmark for Generalist Masters Degrees for students with little or no prior experience. The level of the programme has also been informed by the Framework for Higher Education Qualifications requirements for a level 7 award. In this way the programme meets the relevant external referents. The programme also complies with prevailing University policies and QAA codes of practice.

11 Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

<p>The programme outcomes have references to the QAA Subject Benchmark Statement for Business and Management Masters (March 2023). They provide students with opportunities to demonstrate disciplinary competency by developing their knowledge and understanding of the key principles and theories of management and combine theory with the application of skills required to generate solutions and communicate the results to others in a clear, concise and professional manner.</p>
<p style="text-align: center;">Knowledge and Understanding</p>
<p>On completing the programme students should be able to:</p> <p>A1 Demonstrate systematic and critical awareness of current issues in management, with due regard to the complexity of organisations and their contexts;</p> <p>A2 Critically evaluate appropriate techniques for investigating management issues and develop the ability to identify relevant courses of action in response;</p> <p>A3 Demonstrate their critical awareness of ethical and responsible resource and people management; and</p> <p>A4 Justify their approaches to leadership and management practice through the integration of their theoretical and applied insights towards evidence-based decision making.</p> <p>A5 Demonstrate the ability to adapt to different learning environments and cultures.</p>
<p>Teaching and Learning Methods</p>
<p>Through classroom (lectures, seminars, workshops) and self-directed activities, students will have opportunities to learn contemporary issues in management across a range of organizational contexts. They will have opportunities to learn different ways to analyse these issues and justify the different actions that may be taken in an ethical and responsible way.</p>
<p>Assessment Strategy</p>
<p>These skills are assessed through the variety of formative and summative assessments provided across the Programme, culminating in the design, delivery and execution of their capstone project.</p>
<p style="text-align: center;">Intellectual Skills</p>
<p>On completing the programme students should be able to:</p> <p>B1 Critically analyse, evaluate and synthesise the challenges facing management using information and data to inform decision making;</p> <p>B2 Challenge preconceptions drawing on multiple perspectives, stakeholder, theoretical and practical standpoints to address complex situations in management; and</p> <p>B3 Critically evaluate social and ethical responsibilities in relation to the application of their management knowledge and judgments.</p>
<p>Teaching and Learning Methods</p>
<p>Through classroom (lectures, seminars, workshops) and self-directed activities, students will have opportunities to learn different ways to analyse management information and understand how this affects decision making processes, recognising that multiple perspectives often play into these analysis and sense making processes, and the associated social and ethical implications in relation to actions taken.</p>
<p>Assessment Strategy</p>
<p>These skills are assessed through the variety of formative and summative assessments provided across the Programme, culminating in the design, delivery and execution of their capstone project.</p>
<p style="text-align: center;">Practical Skills</p>
<p>On completing the programme students should be able to:</p>

<p>C1 Demonstrate self-reflection recognising awareness of power differentials in organisations (e.g. between genders, races, classes) and sensitivity to diversity;</p> <p>C2 Demonstrate originality and creativity in problem solving abilities, formulating judgments with incomplete or limited information;</p> <p>C3 Effectively communicate complex management ideas and arguments (including data) to a range of audiences</p>
Teaching and Learning Methods
<p>Through classroom (lectures, seminars, workshops) and self-directed activities, students will develop these skills, participating in ways that are comfortable to them (e.g. discussion, typed/written contributions). The different modules will give students access to different types of information and approaches to problem solving, different opportunities to learn about and practice forms of communication, and situate how power differentials may affect how they manage people and information within organisations in their future careers. All classroom activities will involve ways to engage and collaborate with staff and their student colleagues.</p>
Assessment Strategy
<p>These skills are assessed through the variety of formative and summative assessments provided across the Programme, culminating in the design, delivery and execution of their capstone project.</p>
Transferable/Key Skills
<p>On completing the programme students should be able to:</p> <p>D1 Exercise initiative and integrity and demonstrate personal responsibility in professional practice.</p> <p>D2 Demonstrate a strong sense of social responsibility, appreciating the contradictory challenges this presents in management decision making in complex local or international business and management environments; and</p> <p>D3 Engage in reflective practice as an independent learner as the basis for continuous professional management development.</p> <p>D4 Adapt and operate in a different learning and cultural environment</p>
Teaching and Learning Methods
<p>Students develop these as cross-cutting skills across module content as well as through classroom and extra-curricular experiences, supported by a comprehensive employability programme offer in the Business School.</p>
Assessment Strategy
<p>These skills are assessed through the variety of formative and summative assessments provided across the Programme, culminating in the design, delivery and execution of their capstone project.</p>

12 Programme Curriculum, Structure and Features
Basic structure of the programme
<p>Programme Features</p> <p>This is a modular programme of 180 credits which is studied over one year on a full-time basis. Recognising this is a conversion course designed primarily for students who generally have little or no prior experience in business or management, and may have no prior experience of studying in the UK, the programme is structured to provide a coherent student learning journey that includes a transition to post graduate study in the induction process and early in the first semester.</p>

There are three distinct phases of the programme:

1. Phase 1: Core knowledge
Semester 1 comprises 60 credits of compulsory modules for all students, giving common grounding in the subject area and skills of management. Phase 1 thus develops the core knowledge and understanding associated with the QAA benchmarks and developed across a range of subject specific modules..
2. Phase 2: Exploring depth
Semester 2 offers 60 credits of elective modules that allow students to pursue their own interests. The electives offered each year are dependent on the availability of staff and are designed to enable students to develop areas of specialist knowledge and abilities in relation to management topics. The programme design has deliberately structured Semester 2 for electives only to allow a range of options to be provided.
3. Phase 3: Culminating experience
The culminating experience is a flexible capstone offered in Semester 3. Students will design, plan and execute a major project to demonstrate their knowledge, understanding and skills gained from the programme. The capstone is designed to provide flexible options for students to focus on applied research or policy contexts relevant to their career interests in management.

The student learning journey thus reflects a route through a careful blend of modules that enables students not only to develop a well-rounded theoretical understanding of management but also to develop practical skills and experiential learning applying and integrating this knowledge in an organisationally relevant context. The capstone activities allow students to round off their degree by focusing on a project that they take ownership of, developing their subject-area knowledge or developing their skills in applying knowledge in organisational/policy contexts and decision making.

Students are supported in their exploration and exposure to management and careers development through a structured, non-credit bearing programme of activities and events provided by the Business School that support and complement their formal taught programme of studies.

Optional international experience – following successful completion of taught elements

Following the completion of all taught elements of the programme, registrants will have the option to undertake one additional semester of study with an existing NUBS partner institution. The exchange period will begin in late September/early October (depending on the destination institution) following the submission of the dissertation. Students participating in an exchange will be instructed to select partner modules which will add value to their NUBS degree, focussing on subjects that will enhance their graduate employability prospects.

Dual Award

12-18 months of study at a partner institution to pursue a second complimentary degree programme. The additional period of study will begin in later September/early October (depending on the destination institution) following submission of the dissertation.

Key features of the programme (including what makes the programme distinctive)

The key features of the masters in Management programme are:

1. A focus on the application of theory that enables students to develop their career aspirations in management. As such the teaching and learning enables students to focus on applying theory to specific contexts of their career interests through teaching material, cases and tailored assessment and projects.
2. A championing and celebration of diversity in the programme through theory and practical activities, of the richness and added value brought by cultural as well as individual differences, including physical and neurodiverse.

3. The opportunity for students to design their own pathway of study and delve deeply into areas of interest, focusing on critical thinking and decision making.
4. A capstone as a flagship for applied research which through its innovative workshop design, allows students to tap into the wealth of interdisciplinary experience across the capstone team to work on projects of their own interest.
5. The opportunity to take an extended semester abroad at a partner institution that will complement learning at NUBS while further developing cross-cultural and global awareness and enhancing transferable skills.

The programme also offers participants the opportunity to enhance their graduate employment prospects by improving their intercultural understanding and communication skills by offering an optional semester exchange abroad at one of NUBS' existing partner institutions.

Programme regulations (link to on-line version)

[Programme regulations 25-26](#)

13 Support for Student Learning

Generic information regarding University provision is available at the following link.

[Generic Information](#)

14 Methods for evaluating and improving the quality and standards of teaching and learning

Generic information regarding University provision is available at the following link.

[Generic Information](#)

15 Regulation of assessment

Generic information regarding University provision is available at the following link.

[Generic Information](#)

In addition, information relating to the programme is provided in:

The University Prospectus: <http://www.ncl.ac.uk/postgraduate/courses/>

Degree Programme and University Regulations: <http://www.ncl.ac.uk/regulations/docs/>

Please note. This specification provides a concise summary of the main features of the programme and of the learning outcomes that a typical student might reasonably be expected to achieve if she/he takes full advantage of the learning opportunities provided.

Mapping of Intended Learning Outcomes onto Curriculum/Modules

Module	Type	Intended Learning Outcomes			
		A	B	C	D
Strategy for Managers NBS8078	Compulsory	1,2,4	1,2	2,3	2
Marketing NBS8088	Compulsory	1,2,4	1,2	2,3	1
Technology Change and Innovation Management NBS8214	Compulsory	1,2,3,4	1,3	1,2	1,2,3
Managing Organisations and people NBS8326	Compulsory	1,2,3,4	1,2	2,3	
Management Inquiry and Analysis NBS8646	Compulsory	2,4	1,3	2,3	1,2,3
Financial Analysis and Markets NBS8647	Compulsory	1,2,4	1,3	3,3	1
Advanced Management Practice NBS8654	Compulsory	1,2,3,4	1,2,3	1,2,3	1,2,3
Data Analytics for Managers NBS8295	Elective	1,2,4	1,2,3	2,3	1
International Entrepreneurship NBS8111	Elective	1,2,4	1,2	2	2
Role of Business in Society NBS8513	Elective	1,3,4	1,2,3	1,3	1,2
HRM in Cross-National Contexts NBS8387	Elective	1,2,3,4	1,2,3	2	1,2
Managing change in organisations NBS8265	Elective	1,2,4	1	2	
Developing Coaching and Mentoring Practice NBS8648	Elective	1,3,4	3	1	1, 2, 3
Developing Leadership Perspectives NBS8649	Elective	1,2,3,4	1,2,3	1,2,3	1,2,3
Managing in extreme contexts NBS8651	Elective	1,3,4	1,2,3	1	1,2,3
Cases in Financial Decision Making NBS8653	Elective	2,3,4	1,2,3	2,3	1,3
Business School PGT Mobility NBS8000	Elective	5			4