

**PROGRAMME SPECIFICATION
(Taught Postgraduate)**



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| 1 | Awarding Institution | Newcastle University |
| 2 | Teaching Institution | Newcastle University |
| 3 | Final Award | MSc |
| 4 | Programme Title | International Business Management International Business Management (Sustainability) International Business Management (with Study Abroad) International Business Management (Sustainability) (with Study Abroad) |
| 5 | Programme Code | 4047F; 5461F; 5484F, 5490F |
| 6 | Programme Accreditation | N/A |
| 7 | QAA Subject Benchmark(s) | Masters Awards in Business and Management |
| 8 | FHEQ Level | Level 7 |
| 9 | Last updated | May 2026 |

10 Programme Aims

The overall aim of the programme is to provide a pre-experience Masters qualification in business management with a strong international dimension and enabling a focus on sustainability via a specific stream. The international dimension of the programme is provided by the focus and orientation of the core, compulsory and elective modules. The focus on sustainability is provided in the stream by compulsory modules. The specific aims of the programme are fourfold and are explicitly in line with the QAA benchmark standards for Masters Degrees in Business and Management (June 2015).

- 1 To provide an opportunity for students to engage in the advanced study of organisations, their management and the cultural and international context(s) in which they operate.
- 2 To enable students to prepare for and/or develop a career in business and management.
- 3 To enable students to develop the ability to apply their knowledge and understanding of international business management to complex issues, both systematically and creatively, to improve business and management practice.
- 4 To promote the enhancement of lifelong learning skills and personal development so that students will be able to work with self-direction and originality and contribute to business and society.
- 5 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.
- 6 Gain insight into international Higher Education and experience differences in academic approach and learning environment.
- 7 Provide the opportunity to experience new areas of study outside of their usual programme of study at Newcastle University.

Attributes of students successfully completing the programme include:

- Advanced knowledge and understanding of how to improve the quality of management, leadership and practice in organisations.
- Enhanced general intellectual development, including the improved capacity for enquiry, problem solving, critical thinking and analysis.
- The acquisition of relevant professional attributes (ethical practice, confidentiality, etc.)
- Enhanced employability

The programme clearly 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 explicitly meets the relevant external referents. The programme is also aimed to comply with prevailing University policies and QAA codes of practice.

11 Learning Outcomes

The programme outcomes have reference to the QAA benchmark statements for Masters Degrees in Business and Management. They provide students with opportunities to demonstrate disciplinary competency by developing their knowledge and understanding of the key principles and theories of business 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.

The terms 'business' and 'organisations' are understood generically to cover a wide range of examples including public, private and not-for-profit entities, together with a comprehensive range of sizes and structures. 'Development' encompasses not only a range of business knowledge and skills, but also the enhancement of a range of general transferable intellectual and study skills. These include: the self-awareness and personal development appropriate to graduate/management careers in business; the development not only of positive but also critical attitudes towards leadership, change, enterprise, and the dynamism of the business and management environment; and the ability to convert theory into practice from a critical and informed perspective. Further opportunities are provided via the stream to develop these skills in relation to sustainability.

Knowledge and Understanding

On completing the programme students will be able to:

- A1 Critically evaluate a wide range of theoretical and applied approaches to international business management in a global economy.
- A2 Apply an advanced understanding of the significance of internal and external environments to the management of business organisations in a global context.
- A3 Critically interpret the managerial responsibilities and challenges in international business management and apply solutions in practice.
- A4 Demonstrate the ability to adapt to different learning environments and cultures.

Teaching and Learning Methods

The primary means of learning is through lectures and small group teaching, including staff and/or student led discussion, experiential activities, case study analyses and simulations. External speakers contribute to knowledge and understanding applied to professional practice. Working individually and in groups during these activities, students are encouraged to consider the context(s) within which international business management operates and the challenges of integrating and applying theory in practice as well as to evaluate their understanding of the relevant subject knowledge.

Students are expected and encouraged to enhance their learning by independent reading and enquiry, for which they are given guidance on relevant materials.

Assessment Strategy

Knowledge is assessed formatively through a range of activities planned across the programme and include discussions, case study analyses, group exercises and presentations, role play, reflection and self-tests.

Summative assessments employ a wide range of activities in the form of individual and group assignments and group presentations, as well as unseen exams. Additionally, a research- or a practice-based dissertation or applied research project provides a final summative assessment of learning from the programme.

Intellectual Skills

On completing the programme students will be able to:

- B1 Critically analyse, evaluate and synthesise the challenges facing managers in international business organisations to apply solutions for successful business performance in a global environment.
- B2 Work collaboratively in inter-cultural teams, make evidence-based decisions drawing on a range of sources, communicate effectively, manage projects, and solve problems in creative and innovative ways.
- B3 Engage in reflective practice as an independent learner and resilient, ethical international business management professional.

Teaching and Learning Methods

Intellectual skills are developed, in the first instance, via lectures where these skills are demonstrated and then followed up in seminar groups. Seminars are essential to enable students to practice and master the requisite problem solving, decision making, critical analytical and quantitative skills related to business situations. Students also have the opportunity to further practise these skills through a variety of activities including completing group exercises, case studies, simulations, presentations, and undertaking research tasks.

Assessment Strategy

Intellectual skills are assessed using unseen written exams, essays, reflective reports, case studies, oral presentation, research projects, business simulations and multiple choice questions.

Practical Skills

On completing the programme students will be able to:

- C1 Critically evaluate a wide range of data, information and evidence in preparation for working in a digitally enhanced environment
- C2 Define problems, propose solutions and contribute to decision making
- C3 Conduct research into business and management issues

Teaching and Learning Methods

Practical employability skills are developed through a wide range of student-centred activities that form the focus of 'theory into practice' elements of the programme. In particular, students have the opportunity to develop these skills through participating in student led discussion, experiential activities, presentations, case analyses and an integrative international business management simulation. These skills are further developed during the

design and completion of either a research- or a practice-based dissertation or an applied research project.

The teaching and learning methods employed recognise the range of international experience and cultural understanding that participants bring to the programme. Student learning is enhanced and these experiences are shared through extensive work involving diverse teams throughout the programme. Working in diverse groups also encourages participants to develop a self-managed approach to learning and the ability to work both in a variety of roles within groups and independently, as appropriate.

Assessment Strategy

Subject specific practical skills are assessed by a variety of means including essays, case studies, oral presentation and research projects.

Transferable/Key Skills

On completing the programme students will be able to:

D1 Use appropriate verbal or written communication to convey information tailored in content, style and presentation to the needs of their intended audience.

D2 Work effectively within a team and use individuals' contributions in group processes to effectively function in formal leadership roles

D3 Work independently, showing creativity, initiative and self-awareness.

D4 Adapt and operate in a different cultural environment

Teaching and Learning Methods

Students develop key skills in undertaking reflective practice in sessions throughout the induction period and within modules across the programme, including the use of feedback to develop learning. Reflective practice is formally integrated within an International Management Practitioner module that underpins the programme and in the simulation module.

Finally, students are encouraged to participate in rich learning opportunities provided through a broader employability programme across the Business School including an option for international study abroad.

Assessment Strategy

Transferable/Key Skills are assessed through a variety of assessments including essays, case studies, oral presentations, unseen exams, reflective learning reports and project work.

12 Programme Curriculum, Structure and Features

Basic structure of the programme

Programme Features

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 often 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.

The core knowledge and understanding associated with the QAA benchmarks are developed in subject specific modules in semesters 1 and 2, supported by electives normally in semester 2 and culminating in a research- or a practice-based dissertation or an applied

research project. To support this journey, the International Management Practitioner module provides a two-semester integrated skills and professional development spine leading to a major international business management simulation.

There are three distinct phases of the programme.

Phase 1 – taught modules

This is the compulsory and elective element of the programme representing 110 credits of study and provides participants with a broad understanding of the main areas of international business management and comprises 'subject area' modules as well as 'skills' modules. Within the 110 credits, students on the Sustainability stream will undertake 30 credits of study related to sustainability. All students are required to take further optional modules to a value of 20 or 30 credits depending on the stream they choose from an elective list approved annually by the Degree Programme Director. 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.

Phase 2 – integrative skills module

At the start of semester three, students participate in an intensive bloc-delivered 10-credit module designed to integrate theory and practice from across the programme. Students compete in teams to operate a virtual company through a computer-based simulation. The emphasis is upon practical development of business analysis and strategic decision-making skills, including related to sustainable business, combined with an opportunity for students to practise and hone their transferable teamworking skills and reflective practice of use in the workplace and in further life.

Phase 3 – culminating experience

Students design, plan and execute a 50 credit culminating capstone experience of either a research- or a practice-based dissertation or an applied research project. The capstone is designed to enable students to demonstrate their knowledge, understanding and skills gained from the programme within the context of a detailed study of an international business management issue. Students on the sustainability stream will focus upon a sustainability issue in international business.

The mix of subject area and skills modules enables students not only to develop a well-rounded theoretical understanding of international business management but also to develop practical skills and experiential learning applying and integrating this knowledge in a business-relevant context. The culminating experience provides capstone activities that allow students to round off their degree by focusing either on developing their subject-area knowledge (research-based dissertation) or on developing their skills in applying knowledge in business contexts and to business decision making (practice-based dissertation or applied research project).

During the summer students may also opt to undertake an intensive international experience at an approved summer school (as available) that provides an additional capstone experience to immerse themselves in another country's academic environment, develop new contacts and gain additional skills for their future careers.

Phase 4 – 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 capstone project or 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.

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

Key features of the IBM programme are:

- the explicit provision of activities that develop transferrable management skills emphasising the importance of employability, including extensive team working and supported through the International Management Practitioner module;
- its focus on 'theory into practice' in an international context;
- its focus on providing students with opportunities to develop and practice intercultural communication and learning, harnessing the international experience of both the student cohort and staff;
- the use of an international business management simulation to integrate and consolidate learning from across the taught-element;
- the option to undertake a practice-based dissertation or applied research project focussed on a 'live' business issue as an alternative to a research-based dissertation;
- the opportunity to participate in an intensive course at a summer school with one of our global partner universities that will complement learning at NUBS while developing international awareness and networks.
- the option to focus their international management studies on issues of sustainability, by undertaking a named stream of study.
- 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)

[4047 Programme Regulations 26-27](#)

13 Support for Student Learning

Generic information regarding University provision is available [here](#).

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

Generic information regarding University provision is available [here](#).

Accreditation reports

N/A

15 Regulation of assessment

Generic information regarding University provision is available [here](#).

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/>

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.