

Pro Forma QA3-2

Programme Specification for MSc in Advanced Management Practice

GENERAL INFORMATION	
<i>Awarding Institution/Body:</i>	University of Bath
<i>Teaching Institution:</i>	School of Management, University of Bath
<i>Programme accredited by: (inc. date of accreditation)</i>	
<i>Programme approved by: (inc. date & min. no. of Dept, BoS, Panel, Senate)</i>	School Teaching and Quality Committee 15 February 2007 min 061 School Board of Studies 7 March 2007 min 077 Programme Approval Panel 6 March 2007
<i>Final Award:</i>	Master of Science Postgraduate Diploma
<i>Programme Title:</i>	MSc Advanced Management Practice PG Diploma in Advanced Management Issues
<i>UCAS Code (if applicable):</i>	n/a
<i>Subject Benchmark Statement:</i>	Business and Management
<i>Intended level of completed programme: (in line with FHEQ)</i>	M
<i>Duration of programme and mode of study:</i>	MSc in Advanced Management Practice: One year, full-time PG Diploma: Runs between October and April, full-time
<i>Date of Specification preparation/revision:</i>	20 February 2007: revised 14 August 2009
<i>Applicable to cohorts:</i>	Students commencing in 2009/10 onwards

SYNOPSIS AND ACADEMIC COHERENCE OF PROGRAMME:

The MSc in Advanced Management Practice programme offers an advanced qualification useful to recent graduates of business/management wishing to pursue managerial and administrative careers in industry, commerce and public administration. The overarching aim of the MSc in Advanced Management Practice is to nurture professional managers in order to enhance their competence as practicing managers in varied organisational contexts.

Stage 1 of the programme uses a rigorous curriculum to achieve two pedagogical aims. First, the curriculum explores a core set of concepts and ideas about business and management and challenges students to apply these to contemporary issues and specialist fields of business and management of an inter-disciplinary nature. Second, the curriculum emphasises the personal and professional development of individual students through a focus on learning practical

managerial and career skills and competencies. Stage 2 requires students to undertake a period of professional practice during which students engage in a structured process of continuous reflection on their professional practice and conduct a piece of practice-based research that draws on core and specialist ideas to address a question that they themselves identify.

All the units are self-contained and compulsory. During the taught portion of the programme, students complete 3 “short” (6-ECTS Credit) units and 4 “long” (12-ECTS Credit) units. These units ensure that all students are exposed to advanced contemporary thinking and practice in business and management in addition to developing a clear understanding of their own learning and professional development needs. The units reflect strong areas of research specialisation within the School of Management: Business & Society, Leadership and the Management of Change, Organisational Behaviour, and International Business.

Students will be admitted to the MSc in Advanced Management Practice which is taught on a one-year full-time basis. Students complete seven taught units and a Period of Professional Practice. The Postgraduate Diploma in Advanced Management Issues will be awarded to students who complete successfully 60 taught credits, comprising units Personal Career Development, Managing Projects, Organisations in Context, Managing and Leading Change, Business & Society, Managing in an International Context.

EDUCATIONAL AIMS OF THE PROGRAMME:

The MSc in Advanced Management Practice will provide students with:

- A deep and systematic intellectual appreciation of the inter-disciplinary nature of many contemporary issues and challenges in business and management with an applied emphasis. It is anticipated that most students will complete the MSc.*
- The ability to apply relevant bodies of advanced management knowledge to complex business problems taking account of the interdependencies between the various areas and functions of businesses and organizations.*
- A critical awareness of contemporary issues in business and management informed by leading edge research and practice.*
- The ability to determine, review, and evaluate their personal professional development aims and goals in order that they become capable of taking responsibility for continuing to develop their own knowledge and skills.*
- An understanding of appropriate analytical techniques and the ability to apply these creatively to allow the investigation of a practical business problem.
- A learning environment which encourages the development of systematic and independent thought and learning.*
- Experience of applying knowledge concerning business/management and personal professional development to the context of their own professional practice.

Stage 1 of the programme will provide students with those aims indicated with an *.

INTENDED LEARNING OUTCOMES (inc. teaching, learning and assessment methods):

Units are studied through a mixture of methods, as specified in the unit templates. The teaching method will primarily consist of lectures but will also include: student-led seminars; workshops; exercises; electronic communications. Assessment is by a variety of forms including: individual assignments, group assignments, presentations, exercises, and closed- and open-book examinations.

Students gaining an award of the MSc in Advanced Management Practice will be able to:

- draw on theories of adult learning to create a programme of personal development of their knowledge and skills in order to be able to understand and improve their own practice and influence the development of others' practice*
- identify, reflect upon, and engage critically with, appropriate and representative literature in the field of graduate level business/management*
- understand current contributions in the field of management and apply them to their own research questions*
- demonstrate a systematic, subtle, and creative understanding of current debates and research in the field of business/management*
- evaluate the rigour and relevance of existing scholarship and assess its relevance to new situations*
- engage in structured and continuous reflection upon their professional practice through the development and application of appropriate knowledge and skills
- critically evaluate their own professional practice and understand and influence that of others in the light of relevant theory and research in the field
- design and systematically undertake a piece of business/management research including the ability to select and justify the focus, scope and methodology of such research

Students gaining an award of the PG Diploma in Advanced Management Issues will be able to demonstrate the learning outcomes indicated by *.

<p>Knowledge and understanding:</p>	<p>Students who complete the programme successfully will have demonstrated:</p> <ul style="list-style-type: none"> • A systematic and thorough understanding of contemporary management theory • An understanding that enables students to evaluate critically current business/management research • A critical awareness of current debates in applied areas of study in the business/management field • An awareness of the importance of continuous reflection on their professional practice and the ability to autonomously engage in reflection in order to iteratively create personal development plans • A practical insight into the way in which theories and models in business and management apply in the context of their own professional practice
<p>Intellectual Skills:</p>	<p>The programme enables students to:</p> <ul style="list-style-type: none"> • Analyse and discuss business/management information in a business context, identifying the most relevant data to inform decision making • Deal with complex academic arguments both systematically and creatively • Evaluate management research and a variety of types of

	<p>information and synthesise information from a number of sources</p> <ul style="list-style-type: none"> • Evaluate and interpret information, and engage in problem solving, thereby demonstrating a capacity to think clearly and systematically about a range of contemporary issues in management • Demonstrate self-direction and some originality in tackling and solving problems • Consistently apply their knowledge and skills to the context of their own professional practice • Independently, design and carry out a significant piece of business research informed by the context of their professional practice
Professional Practical Skills:	<p>The programme enables students to:</p> <ul style="list-style-type: none"> • Manage and administrate professionally • Evaluate and contribute to managerial debates • Act autonomously in planning and implementing managerial tasks
Transferable/Key Skills:	<p>The programme enables students to:</p> <ul style="list-style-type: none"> • Communicate their conclusions clearly to specialist and non-specialist audiences • Plan, organize, and prioritize their time • Establish a critical facility • Utilise problem-solving skills in a variety of contexts • Continue to advance their knowledge and understanding in business/management • Collect, interpret, and analyse data • Develop a capacity to continuously reflect on their professional practice and to use this reflection to update their professional development plans

STRUCTURE AND CONTENT OF THE PROGRAMME (inc. potential stopping off points):

The programme is divided into Stage 1, and Stage 2, the former being a prerequisite for the latter. To obtain the MSc it is necessary to undertake a Period of Professional Practice, the normal completion date for which is 11 months after initial registration. To pass Stage 1 students must successfully complete three 6-credit units and four 12-credit units; students then progress to stage 2 or may exit with a PG Diploma in Advanced Management Issues. Stage 2 requires the successful completion of a Period of Professional Practice worth 24 credits. Following successful completion of these elements the student will be awarded an MSc in Advanced Management Practice. Students complete units through attendance at the University. All students study the same 7 core units in Stage 1.

Stage 1 (66 credits)

Taught units on offer (credits in parentheses):

Compulsory: Personal Career Development (6), Managing Projects (6), Preparation for Professional Practice (6), Organisations in Context (12), Managing and Leading Change (12), Business & Society (12), Managing in an International Context (12)

Qualification: Progression to Stage 2 or exit with a PG Diploma in Advanced Management Issues

Mode of study: Full-time with tutorial support

Stage 2 (24 credits)

Prerequisites: Completion of Stage 1

Compulsory: Period of Professional Practice (24 credits)

Mode of study: Full-time with tutorial support

Qualification: MSc in Advanced Management Practice

DETAILS OF WORK PLACEMENTS/WORK BASED LEARNING/INDUSTRIAL TRAINING/STUDY ABROAD REQUIREMENTS:

A distinctive element of the MSc in Advanced Management Practice is the integral Period of Professional Practice during which students are employed by an organisation for a minimum period of 20 weeks. The period of professional practice is fundamental to the achievement of the goals of the MSc programme and its primary aim is to enable students to integrate theory and practice and to gain professional and personal skills that will be of value both during their studies and in their future career.

DETAILS OF THE SUPPORT AVAILABLE TO STUDENTS (e.g. induction programmes, programme information, resources):

Introduction

Support and guidance for students on the MSc in Advance Management Practice is provided within the framework of the School's overall strategy and is underpinned by the University's Quality Assurance Guidelines. The School provides support and guidance to students from first enquiries to graduation. Staff also recommend students to the appropriate part of the University's central support network when necessary. Students are also made aware of this central support network through the University's Postgraduate Handbook, and other centrally produced guides. The Director of Studies for the MSc programme will act as the main source of guidance and support for students. Via the University website students and prospective students can obtain detailed information related to academic matters, learning support, and careers advice.

Students will be made aware of:

Admissions and Induction Arrangements

The Director of Studies and the designated Support Staff are available at all times to provide information and advice to potential students whether local or overseas. Advice may be provided at this stage for students whose first language is not English on the most appropriate and convenient way in which they can test for the required IELTS or TOEFL score and on the language support available within the University. International students receive a centrally produced Pre-Arrival Handbook. The Induction process follows Guidelines set down centrally by the University and specific arrangements are made at the commencement of Semester 1 for the induction of students. During this time they are: familiarised with the physical layout of the School and the campus; inducted into the Library/Learning Centre; familiarised with wider University support relating to finances and welfare; made aware of opportunities in creative arts, and recreational services and facilities. They are also given the opportunity to meet academic and support staff on a social basis.

Academic Guidance and Tutorial Support

All students will receive a Student Handbook at the commencement of their studies. The handbook provides an essential source of reference for students, particularly in relation to assessment criteria, procedures for submitting work and obtaining feedback, contacting relevant lecturers, and accessing School and University facilities. The handbook provides useful practical information about facilities available on campus. In addition, students will

receive a copy of the Professional Practice Quality Assurance Procedures which outline various aspects of the management of their period of professional practice. During each unit students have the opportunity of receiving feedback on their progress via exercises and/or seminar work. Students will also receive detailed feedback from their supervisor at various stages of their period of professional practice and upon their professional practice portfolio. This support takes place, for example, when the supervisors visit students while in professional practice and when students submit draft sections of their professional practice portfolio for review. Continuous improvement in the provision of academic support and guidance is assured through formal discussions at the postgraduate Staff/Student Liaison Committee. This committee has student representatives as part of the formal membership. In addition, as at the undergraduate level, any suggestions from the appointed external examiner will be acted upon. Students are asked to evaluate each unit; this information is used in planning changes to the programme.

Pastoral and Welfare Support

The Director of Studies will act as a source of guidance and pastoral support for the students on the programme. In addition, each student will be assigned a personal tutor, who will be a member of the academic staff, for feedback and support. Requests from students for extensions to deadlines for the completion of work are considered by the Director of Studies, and each case is decided in a consistent manner on its own merits. The University offers comprehensive support facilities for students. These include a Learning Support Manager and a counselling service. There is also an International Office that provides support for students from overseas. A Head of Student Services is responsible for the co-ordination and effectiveness of student support services. Within the Student's Union there is a Post-Graduate Association which was set up specifically to represent and support postgraduate students.

Careers Information and Guidance

The University's Careers Advisory Service provides central student support.

University Equal Opportunities Policy and Policy on Harassment

The University operates an equal opportunities policy whose stated aim is to treat all potential and registered students fairly on the basis of merit regardless of age, special needs, family responsibilities, gender, marital status, nationality, race, religious or political views or affiliations, sexual orientation, socio-economic background or the level of non-academic support which a student may require. The University also operates a policy on harassment whose stated aim is the prevention of unlawful discrimination in its working and learning environment and the encouragement of a culture where harassment and bullying are unable to thrive. Consistent with this the School also has an Equal Opportunities Policy.

Receiving Examination Results

Students will receive feedback on assessment undertaken during the taught units.

ADMISSIONS CRITERIA (inc. arrangements for APL/APEL):

The entry requirements for students enrolling on the MSc in Advanced Management Practice are:

- A first class or upper second degree or overseas equivalent in Business/Management from a recognised University
- Minimum of GCSE Grade C Mathematics or overseas equivalent

- Minimum of GCSE Grade C English or overseas equivalent for native English speakers
- For non-native English speakers a minimum of TOEFL 600 (250 computer based) or IELTS 7 with no less than 6.5 in all parts
- One academic reference

QUALITY ASSURANCE MECHANISMS: (eg mechanisms for review/evaluation, quality committees, staff development):

The University's approach to quality management is underpinned by three principles:

- the reliance on sound pedagogical principles in the design and delivery of learning and teaching;
- the key role of academic peer review;
- the importance of the informed student voice, recognising the role of the student as a citizen in the academic community.

The University's Quality Assurance Code of Practice is the key reference point that describes the academic processes and principles, roles and responsibilities through which the University develops and implements an effective and efficient quality management framework, assuring itself and external bodies of the quality and standards of its provision. It is also one of the channels of communication via which good practice in learning and teaching is encouraged and disseminated.

Governance

Responsibility for the oversight of quality management of the programme rests with the following bodies:

- The School of Management is responsible for establishing effective mechanisms to oversee academic development, academic standards and quality of the teaching activities within the School;
- The School of Management Teaching and Quality Committee is responsible to the Board of Studies for the detailed scrutiny of the academic standards and quality of the School's undergraduate and taught postgraduate provision;
- The School of Management Board of Studies is responsible to Senate for all matters relating to the organisation of education, teaching and research in the School, including all examination matters.
- Quality Assurance Committee is responsible to Senate for ensuring that the University has a rigorous and responsive quality assurance framework in place;
- Senate is the supreme academic decision-making body of the University.

The committee structure is designed to allow strategic planning and response to local and wider issues. Communication between committees is facilitated by cross-representation of membership and publication of records of the meetings. School staff meetings disseminate information on School and wider issues.

Review and Monitoring

The University's primary mechanisms for review and monitoring of these programmes of study are:

- Internal and external moderation of assessment. External Examiners are employed by the School in the assessment process of its taught postgraduate programmes. They are invited to comment at the setting stage on individual unit examinations for those units which contribute towards the final degree

classification and they attend the Board of Examiners for Programmes;

- External examiners' reports, in which academic peers provide assurance of the quality and standards of provision, offer advice on the future development of units and programmes, and contribute views to periodic review of programmes. These reports are scrutinised by the School and institutionally;
- Annual programme monitoring draws upon management information on admissions, progression and retention, as well as data from unit evaluation questionnaires and the Staff Student Liaison Committee. A report is drawn up by the Director of Studies and is scrutinised at School level;
- Degree Scheme Review is a periodic review undertaken to provide assurance of the standards and continuing validity of a programme, while also making recommendations on its future enhancement and development. These reports are scrutinised at School level and institutionally, by Quality Assurance Committee.
- External Review - In the QAA Institutional Audit undertaken in 2008, the University was awarded a verdict of **confidence** in the soundness of the University's current and likely future management of both the academic standards of its awards and the quality of learning opportunities available to students. A judgement of "confidence" is the highest rating the QAA can give in an institutional audit and indicates that the University is judged to possess rigorous, effective and consistent mechanisms for the management of academic standards of its awards and the quality of learning opportunities for students.

Student Voice

Student feedback and engagement with quality management is sought in a number of ways:

- Students are represented on key institutional committees, including Senate and Quality Assurance Committee. This ensures representation of student input in the development of strategic approaches to quality management;
- The School Staff-Student Liaison Committee provides a mechanism for students to provide feedback and for staff to gauge student expectations and report on progress;
- Students are members of panels for the periodic review of programmes, such as Degree Scheme Reviews;
- Unit evaluation questionnaires are issued by the School for each unit, where students give feedback on the unit. The comments and numerical data are relayed to the individual lecturer. The numerical data are also received by the Staff-Student Liaison Committee and the School's Teaching and Quality Committee. As part of the procedures to monitor and review all units, staff are also invited annually to give their views on units they have taught;
- The University undertakes a Student Experience Survey once every three years, and participates in the National Student Survey.

Staff Development

Staff receive support to fulfil their roles in the following ways:

- Cross-institutional fora, such as the Directors of Studies Fora and the Placement Tutors Forum provide a mechanism for sharing of good practice;
- Peer observation of teaching is undertaken with a view to improve the quality of teaching through the development of understanding and sharing of experiences of teaching;
- The University provides training and support for academic staff throughout their career at the University of Bath, including the Teaching Development Programme for probationary staff;
- The University is also committed to providing reward and recognition of staff engaged in learning and teaching, including promotion criteria that recognise contributions to learning and teaching in the

progression of academic staff. The University has also established a number of institutional awards to recognise contributions in Learning and Teaching and offers incentives for new developments and enhancement projects via the Teaching Development Fund;

- Other institutional mechanisms to support staff in enhancing the quality of learning and teaching include events, such as the annual Learning and Teaching Enhancement seminar and Innovations in Learning and Teaching event. The University has also established annual Good Practice Discussions around an agreed enhancement theme.

External Input

The School has a number of feedback mechanisms in place to obtain external comments on its degree programmes and their academic standards:

- Feedback regarding employability is fed back from placement visits and reports, where appropriate.
- External Examiners
- The School is in regular contact with accreditation bodies over the further development of the degree programmes, for instance EQUIS
- External representatives from industry and other educational institutions take part in Degree Scheme Reviews. The School has an Advisory Board made up of industry leaders.

ASSESSMENT AND PROGRESSION REGULATIONS:

a) The Pass Mark

Consistent with University guidelines, the pass mark for each unit is 40%, while marks of 70% or more indicate distinction level work. The mix of assessment methods used for a unit varies in line with its specific aims and objectives. Where a unit is assessed by both examination and coursework, the 40% pass shall be the combined, aggregate score of both examination and course work.

b) Stages of the Programme

In order to be awarded the MSc degree, a student must pass each of the two stages.

Stage 1: 7 core taught units

Stage 2: The Period of Professional Practice

To pass Stage 1 of the programme, students must pass units worth 66 credits, with the exception that failure of units worth up to 12 credits in the range 37-39% may be condoned at the discretion of the Board of Examiners. Students who fail units worth up to 18 credits may pass Stage 1 subject to satisfactory completion of supplementary assessment. Where supplementary assessment is permitted, students will normally be allowed one attempt at retrieving failed units. Students successfully completing units worth at least 60 credits may exit at the end of Stage 1 with a PG Diploma in Advanced Management Issues, which may be awarded with Distinction where an average mark of 70% or more is obtained. Students completing the requirements for Stages 1 will normally be eligible to progress to the final stage of the degree only if they achieve an average mark of at least 40% across the summative assessments comprising Stage 1.

To pass Stage 2, students must pass the Period of Professional Practice (24 credits). A student who fails to meet the conditions for Stage 2 of the degree but who nevertheless in the view of the examiners meets the conditions for the PG Diploma in Advanced Management Issues will

be awarded the latter. Satisfactory completion of the Period of Professional Practice and the award of the associated credit requires students to:

- i) Satisfactorily undertake a period of professional practice in an employing organisation for a minimum period of 20 weeks, at least 16 of which must be with the same employing organisation
- ii) Adhere to the Code of Practice laid down by the School of Management's Placements Office and described in Section 4 of the associated Professional Practice Quality Assurance Procedures
- iii) Complete satisfactorily by the due date the prescribed assessed work consisting of the Professional Practice Portfolio itself comprising a Reflective Commentary and a Business Case Analysis

To obtain the Master of Science Degree in Advanced Management Practice, students must pass units worth 90 credits, comprising stages one and two of the programme. Failure of units worth up to 12 credits in the range 37-39% may be condoned at the discretion of the Board of Examiners. Students who fail units worth up to 18 credits may, subject to satisfactory completion of supplementary assessment, obtain the MSc. Students are normally allowed one attempt at retrieving failed units. The MSc will normally be awarded with Distinction where student's overall average across the programme calculated as described in section c) below is strictly greater than 69.5%. Additionally, students attaining a mark in excess of 70% for the period of professional practice may be considered for the award of a distinction at the discretion of the board of examiners provided that their average mark for stage 1 of the programme exceeds 67%. A student who fails to meet the conditions for the MSc but who nevertheless in the view of the examiners meets the conditions for the PG Diploma in Advanced Management Issues, may be awarded the latter at the discretion of the board of examiners.

Students requiring supplementary assessment will normally be permitted to continue to the Period of Professional Practice but will not formally proceed to Stage 2 of the programme until supplementary assessment has been successfully completed.

Students who fail their Period of Professional Practice through the submission of a failing-quality Professional Practice Portfolio will not normally be permitted to retrieve this unit. Contingencies relating to other situations in which students have been unable to meet the criteria for award of the credit associated with the period of professional practice (such as illness, dismissal etc) are set out in sections 5 and 6 of the associated Professional Practice Quality Assurance Procedures

- c) Weightings used in calculating the final average mark

As described above, the MSc in Advanced Management Practice degree consists of 7 taught units (3 "short", 6-credit units, and 4 "long", 12-credit units) plus the period of professional practice (24 credits). Units are weighted by credit in calculating final averages for the programme.

INDICATORS OF QUALITY AND STANDARDS (eg professional accreditation, QAA Subject Review results):

All School of Management programmes comply with the University of Bath's regulations. Within the systematic and periodic Degree Scheme Review, each programme is reviewed

every five years by the School.

Each unit is reviewed annually:

- Board of Examiners consider the appropriateness of teaching and assessment methods when considering marks achieved and the award of degrees.
- Students complete unit evaluations.

Issues raised by any of these methods are reported to the School's Teaching and Quality Committee. Membership of the committee consists of all Heads of Programmes.

Students are also able to raise concerns via their representatives on the Staff-Student Liaison Committee, which meets twice per semester.

EXAMPLES OF OPPORTUNITIES AVAILABLE TO STUDENTS ON COMPLETION OF PROGRAMME:

The first destination statistics for our recent students provided by the University Careers office show that our postgraduates have a good record of obtaining employment or further study places in all parts of the world. We expect the following types of jobs to be available to graduates from this programme:

- Business Analyst
- Project Manager
- Management Consultant
- Operations Manager
- Business Advance Practice

Examples of the type of careers embarked upon by recent graduates of the MSc in Management include:

- Graduate Programme – Operations Management – Royal Bank of Scotland
- Investment Analyst – Thompson Financial
- Graduate Risk Analyst – AXA
- Marketing Assistant – Danone
- Global Consumer Services Representative - Bloomberg
- Trainee Accountant – KPMG

SOURCES OF OTHER INFORMATION:

Full details of the MSc programme will be available on the University website, or on request from the School of Management. This programme, sits alongside other masters programmes offered by the School

The MSc in Advanced Management Practice is marketed alongside other members of the portfolio. The School of Management's web page at www.bath.ac.uk/management/courses/ provides a regularly updated source of information about the programme.

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