

# MSc INTERNATIONAL MANAGEMENT

Institute of Business, Industry and Leadership

Academic Level:	7	Credits:	180
UCAS Code:	Not Applicable		
Awarding Body:	University of Cumbria		
Delivery Site:	Lancaster		
Programme Length:	Full time: 1 year Part time: 2 years Maximum Registration: 5 years		
Mode of Delivery:	Face to Face		
Pattern of Delivery:	Full Time  This programme may also be available on an infill part-time basis where you will study modules alongside the full-time cohort that are running at the time.		
	Total weeks of study:	36 weeks	
	Delivery pattern:	3 x 12-week semesters	
	Standard semester dates:	Yes	
Programme Webpage:	<a href="https://www.cumbria.ac.uk/study/courses/postgraduate/international-management/">https://www.cumbria.ac.uk/study/courses/postgraduate/international-management/</a>		

## Entry Criteria

The University's standard criteria for admissions apply. Please refer to the [Applicant Information](#) pages of the University website for more information. For [APL](#), please refer to the University website. Detailed criteria for admission to this programme can be found on the programme [webpage](#).

## PROGRAMME AIMS AND OUTCOMES

### Programme Aims

By the end of this programme learners will be able to:

1. Develop as individuals an advanced and critical understanding of international organisations, including their management, cultures, and structures, as well as the broader global economic, political, environmental, and social contexts that shape business operations.
2. Facilitate in-depth exploration of specific areas or fields within international business and management, enabling you to critically engage with cross-border challenges and opportunities in greater detail than they have previously encountered.
3. Add value to first (or bachelor's) degrees (or equivalent) by educating individuals as international managers and leaders, thereby contributing to the advancement of management as a profession with a global perspective.
4. Prepare for, and support their further development in, careers in international business and management, equipping them to take effective and impactful roles within organisations.
5. Instil a comprehensive understanding of responsible and ethical leadership within an international context, with an emphasis on sustainability, diversity, inclusion, and global corporate responsibility.
6. Develop the ability to apply research-informed knowledge of international business and management to complex global issues, both systematically and creatively, with the aim of improving practice, advancing organisational effectiveness, and enhancing competitiveness in international markets. This includes critically converting theory into practice in diverse cultural and regulatory contexts.
7. Develop relevant skills and attributes that enable individuals to excel as leaders, inclusive citizens, and reflective lifelong learners, with enhanced employability and the ability to navigate complex international environments.
8. Undertake rigorous research projects in business and management, equipping them with advanced research methods and analytical tools to inform their decisions and address local to global business challenges.

### Programme Outcomes – Knowledge and Understanding

The programme provides opportunities for you to develop and demonstrate the following:

**After 60 credits of study (PGCert) you will be able to demonstrate:**

**K1.** An advanced and critical understanding of international organisations, including their management, cultures, and structures.

**K2.** The ability to explore specific areas or fields within international business and management, enabling you to effectively engage with cross-border challenges and opportunities.

**After 120 credits of study (PGDip) you will be able to demonstrate:**

**K3.** A critical understanding of responsible and ethical leadership within an international context, with an emphasis on sustainability, diversity, inclusion, and global corporate responsibility.

**K4.** The ability to critically apply research-informed knowledge of international business and management to complex global issues to improve organisational practice, effectiveness and competitiveness.

**After 180 credits of study (MSc) you will be able to demonstrate:**

**K5.** The ability to develop relevant skills and attributes that enable individuals to excel as leaders, inclusive citizens, and reflective lifelong learners within complex international environments.

**K6.** The ability to undertake rigorous research projects in business and management based on a solid understanding of advanced research methods and analytical tools to inform managerial decisions.

### **Programme Outcomes – Skills and other Attributes**

The programme provides opportunities for you to develop and demonstrate the following skills:

**After 60 credits of study (PGCert) you will be able to demonstrate:**

**S1.** Effective business communication: verbal and/or non-verbal communication of ideas and arguments, using a range of media (for example, digital media) and technology, including the preparation of business reports.

**S2.** Teamwork, digital literacy, conceptual and systematic thinking, analysis, synthesis and evaluation.

**S3.** Self-management: a readiness to accept responsibility, flexibility and adaptability. Self-reflection: self-analysis and a continuing appetite for development and critical reflective abilities.

**After 120 credits of study (PGDip) you will be able to demonstrate:**

**S4.** Problem-solving and decision-making: collecting and analysing data to define problems, evaluate solutions, and make sustainable, evidence-based decisions.

**S5.** Commercial acumen: based on an awareness of the key drivers for business success, causes of failure and the importance of providing customer satisfaction and building customer loyalty in sustainable ways.

**S6.** The use of digital tools to collect and analyse data, synthesising information, and applying research to address business challenges.

**After 180 credits of study (MSc) you will be able to demonstrate:**

**S7.** Critical thinking and managing complexity: challenging assumptions, thinking systemically, and solving unstructured problems creatively in complex business contexts.

**S8.** Independent learning: the learning ability required for continuing professional development and ability to act independently in planning and implementing projects.

**S9.** The ability to conduct independent research on complex business issues, using qualitative and/or quantitative methods, and critical analysis to make ethical, evidence-based decisions and evaluate published research for practical relevance.

## PROGRAMME FEATURES

### Programme Overview

MSc International Management is a 12-month programme that provides a broad foundation on which you will be prepared for a range of future careers and roles in a wide range of organisations. This programme is a great opportunity for those of you who have a bachelor's degree in business or a non-related subject with little or no experience in business and management. The programme is designed to develop master's level knowledge and skills in international business and management subjects to enhance the utility and employability of the first discipline. The programme aims to prepare you for employment that may well be related to your first-degree discipline. On this programme, you will develop a sound understanding of business and organisations in international contexts and thus should be able to make an early and significant contribution to your employer.

The MSc International Management programme integrates key themes of sustainability, creativity, employability, and enterprise, enhancing a learning environment that is diverse and highly international. These themes are explored through academically rigorous content with strong practical relevance. Modules are delivered using a creative approach, combining classroom teaching, independent study, and applied project work tailored to global business challenges.

You will develop your reflective and critical thinking abilities by engaging with complex global issues, enhancing analytical reasoning and problem-solving skills. The problem-based learning approach ensures the programme addresses the dynamics of the global economic climate, contemporary management practices, and innovative solutions. Throughout the programme, you will build your academic and transferable skills, including report writing, portfolio creation, teamwork, time management, research, business communication, digital literacy, and cross-cultural awareness. Equality, diversity, and inclusion are integral to the curriculum, helping you prepare for a variety of roles in a multicultural and interconnected world.

In addition to formal teaching, the programme provides opportunities to engage with industry practitioners and professionals from regional and international organisations through guest lectures, workshops, and networking events, enriching the learning experience with international perspectives.

The programme includes five compulsory modules that cover essential disciplines in international business and management. You will engage in both individual and group work, applying theoretical knowledge to complex, real-world business and management case studies. A year-long Business Project module serves as a cornerstone of the programme's research component, enabling you to deeply explore and address contemporary challenges and issues in international management.

Other key features of the programme include:

- Curriculum design to cater for multiple entry points.
- National, regional and international contexts.
- Consideration of a variety of sectors and organisations.
- Industry-centred applicability of syllabus.
- Wide coverage of international business and management areas.

This MSc International Management provides a solid foundation in international business and management studies expected from a "Type 1" Master of Business and Management degree for

career entrants or career changers, in line with the recommendations from the latest QAA subject benchmark (2023).

## Learning and Teaching

### Teaching

The MSc International Management programme seamlessly integrates theory and practice through diverse and dynamic teaching approaches. Learning and teaching methods are designed to be supportive, inclusive, and adaptable, taking into account your varied educational and cultural backgrounds. These methods aim to equip you with the skills and knowledge necessary to succeed in the global business environment.

The programme employs a variety of interactive learning modes, including face to face, digital, blended, full-time, and part-time formats, supported by advanced technologies to enhance the learning experience.

### Teaching

At Level 7 you typically have around 12 weeks delivery and 2 weeks assessment per semester. This averages around 15 hours contact hours per week, typically consisting of:

- 6 hours of lectures
- 6 hours of seminars
- 3 hours tutorials

Key teaching styles used in this programme include:

- Lectures and tutorials: offering a structured foundation of knowledge, theoretical frameworks and case study analysis.
- Workshops (online and face to face): enhancing critical analysis, research, and IT skills through collaborative and hands-on learning.
- Guided and independent study: enabling you to develop research capabilities, study skills, and a deep understanding of core topics.
- Reflective practice: encouraging you to enhance academic, professional, and transferable skills while understanding the importance of reflection in career development and continuous professional development (CPD).
- Discussions and analysis: exploring the skills and behaviours necessary for success and impact in international and organisational contexts across all modules.

### Teaching Staff

The teaching team is comprised of academics actively engaged with AdvanceHE and members of the business community at regional, national, and international levels. Their expertise ensures that you benefit from both academic insight and practical, real-world perspectives.

### Academic Literacy

We understand that adjusting or returning to formal education—especially at the postgraduate level—can be a significant step, particularly if you have been away from academic study for some time. You may feel less confident in certain areas of academic practice, such as research, writing, or referencing. Recognising these challenges, we are committed to providing comprehensive support to

help you develop and refine the academic skills needed for success in the MSc International Management programme.

To support you in building confidence and capability, a variety of resources, tools, and services are available throughout your learning journey:

- **Tailored Academic Skills Support:** You will have access to the University's Library and Skills@Cumbria teams, which provide workshops, one-on-one sessions, and self-guided online resources. These are designed to help you strengthen core skills such as academic writing, critical reading, effective note-taking, and structuring arguments in essays and reports.
- **Referencing Guidance:** Accurate referencing is a critical component of academic integrity, and the programme ensures you are well-equipped to master citation styles and avoid plagiarism. Resources, including detailed referencing guides and tutorials, are readily available to help you navigate this important area of academic practice.
- **Research Skills Development:** The programme integrates research skill-building opportunities to support your ability to identify, evaluate, and utilise academic and business sources effectively. You will learn how to locate reliable data, assess the quality of published research, and synthesise information to support evidence-based decision-making and analysis.
- **Library and Digital Literacy Support:** Our Library Team will guide you in maximising the use of the University's extensive physical and digital resources, including access to global databases, journals, and e-books. You will also gain valuable digital literacy skills, learning to use specialised software and tools that can enhance your research, data analysis, and presentation capabilities.

These resources are designed to be flexible and accessible, ensuring that you can engage with them in a way that suits your individual needs and learning style. Whether through attending workshops, consulting online materials, or working with our expert staff and professional teams, you will have every opportunity to sharpen your academic literacy and build a strong foundation for postgraduate success.

### **Independent Learning**

When not attending scheduled learning activities you will be expected to continue learning independently through self-study.

### **UoConnectED Digital Graduate**

Providing opportunities for you to be and feel real-world ready, the digital capabilities development micro credential is embedded within the programme. You will learn subject specific digital skills within modules and will be supported to develop core functional technical skills through online guidance hosted on Blackboard. Grounded in the JISC Student Capabilities role profile, the full micro credential will be achieved in three parts across the timeline of your degree.

Completion of the micro credential will also be supported through personal and group tutorials.

## **Assessment**

At the University of Cumbria, we aim to create a stimulating, innovative, and inclusive community of learning, where you are empowered to thrive in a global academic environment. Guided by our expert academic tutors, you will engage in a dynamic learning journey supported by modern facilities, flexible teaching approaches, and cutting-edge resources designed to enhance your academic and professional growth.

Our programme celebrates diversity, creating an inclusive learning community where every background, perspective, and experience enriches the educational experience. You will have the opportunity to collaborate with peers from different parts of the world in a supportive and dynamic environment, developing your ability to work effectively in multicultural and international contexts.

Assessment methods are carefully designed to ensure fairness and inclusivity, offering you equal and equitable opportunities to showcase your strengths and optimise your potential. The programme's teaching, assessment, and support systems encourage autonomy and independent learning, helping you develop the skills and confidence to succeed as a professional in the global business landscape.

The MSc International Management programme employs a diverse range of authentic, inclusive, and practical assessment methods designed to evaluate your achievement of the learning outcomes. These methods are tailored to enhance a variety of skills essential for succeeding in international business and management. Examples include:

- **Written Assignments:** Used to evaluate research, analytical, and written communication skills. These assignments require you to engage deeply with relevant theories and concepts while demonstrating critical thinking
- **Presentations:** Both individual and group presentations assess your oral communication, teamwork, and their ability to convey ideas clearly and persuasively. These also allow you to engage with diverse audiences, simulating real-world business scenarios
- **Examinations:** Timed assessments that test your understanding of core concepts, ability to think critically under pressure, and application of theoretical knowledge to practical scenarios
- **Creation of Media Content:** You will produce innovative materials such as infographics, videos, and other digital content, showcasing your creativity, ability to communicate complex ideas visually, and your aptitude for modern business communication tools.
- **Business Projects:** Comprehensive, research-driven projects designed to develop your independent study, self-management, and advanced research skills. These projects often address contemporary international business challenges, encouraging critical thinking and problem-solving
- **Posters:** The design and presentation of academic posters assess your ability to distil and visually communicate complex information in a concise and impactful manner
- **Learning Journals and Reflections:** These assessments focus on self-reflection and encourage you to critically evaluate your learning journey, develop self-awareness, and consider the application of new knowledge to their professional development
- **Oral Examinations:** These are designed to test your ability to articulate your understanding of key concepts and defend your arguments in a focused and structured manner
- **Portfolio Assessments:** Portfolios typically include a combination of outputs such as case study analyses, leading classroom debates/seminars, reflections and other evidence of

learning. This multifaceted approach provides you with an opportunity to showcase a range of skills and your ability to apply learning in different contexts

These assessment methods provide a holistic and robust evaluation of your knowledge, skills, and competencies, ensuring that you are well-prepared for the challenges of international management.

### **Feedback on Assessment**

Feedback is an integral part of the learning process in the MSc International Management programme, designed to support your academic growth and enhance your ability to apply knowledge in real-world scenarios. Two key types of feedback—formative and summative—are employed to guide your progress and learning throughout the programme.

#### **Formative Feedback**

Formative assessment is embedded within each module and plays a critical role in supporting your development in line with the University's Learning and Teaching Plan. This type of feedback acts as a developmental tool, offering timely advice, comments, and constructive opinions at an early stage of the assessment process. By engaging with formative feedback, you will have the opportunity to refine your ideas, build strategies for tackling assessments, and identify your strengths and areas for improvement. Formative feedback can take multiple forms, ensuring that it caters to diverse learning styles and objectives. Examples include:

- Verbal or written feedback provided after class activities or tasks.
- Practical research exercises that help develop critical analysis and investigative skills.
- Oral presentations, where peer and tutor feedback promotes communication skills and confidence.
- Short written assignments that allow for incremental improvement of your writing and critical thinking.
- Peer reviews, enhancing collaborative learning and offering alternative perspectives.

This feedback provides a foundation for your success in summative assessments, enabling you to develop your academic and professional abilities progressively.

#### **Summative Feedback**

Summative assessments, which may include both individual and group assignments, are designed to assess your ability to critically evaluate and apply theoretical knowledge to practical, real-world contexts. Summative feedback is not only an evaluation of your work but also serves as a forward-looking tool. It includes detailed comments aimed at helping you develop your academic literacy and professional competencies for future assignments. This "feed forward" approach ensures that feedback extends beyond the immediate assessment, addressing the dual goals of assessment for learning and assessment of learning.

#### **Timeliness of Feedback**

To ensure your learning experience remains effective and relevant, all summative feedback and marks will be provided within twenty working days of the assessment submission date. This enables you to apply the feedback promptly to your ongoing academic journey.



By combining formative and summative feedback, the programme equips you with the tools to enhance your skills, refine your approach, and achieve academic and professional success in the context of international management.

## Graduate Prospects

Graduates of the MSc International Management programme at the University of Cumbria are well-prepared to pursue dynamic career and academic opportunities in global markets. The University was recognised by Hitachi Capital in 2021 as being among the top five UK universities for developing CEOs and Managing Directors, and in the top 15% for producing small business founders. These accolades underscore the institution's commitment to cultivating leaders who excel in diverse, international contexts.

The MSc programme combines rigorous academic training with practical relevance, offering you opportunities to apply theoretical knowledge to real-world challenges. Its focus on leadership, problem-solving, and strategic thinking in various disciplines of international business and management enables you to achieve their potential and secure career progression. Many graduates have successfully transitioned into various roles during or after the programme, taking on greater responsibility and contributing strategically to their organisations. Others have ventured into entrepreneurship, leveraging the University's reputation for nurturing small business founders.

The University of Cumbria strong industry partnerships have shaped the programme's curriculum, ensuring its relevance to current global business challenges. These connections provide you with insights into evolving industry trends and equip them with the skills necessary to thrive in diverse organisational sectors. The emphasis on research throughout the programme enhances a deep understanding of how to use business research principles to address workplace problems, preparing you to make informed, evidence-based decisions.

For those considering further academic pursuits, the MSc provides a solid foundation for doctoral studies. Many graduates have gone on to pursue PhDs or DBAs, expanding their expertise and contributing to research in international management. By blending academic rigour with practical application, the MSc International Management programme equips you with the skills, knowledge, and global perspective required to excel in an increasingly interconnected world.

## MODULES

Year 1			
Code	Title	Credits	Status
UCIM7002	Market Dynamics	30	Compulsory
UCIM7003	People Skills for Managers	30	Compulsory
UCIM7004	Sustainability and Leadership	30	Compulsory
UCIM7005	Project and Operations Management	30	Compulsory
<b>Students exiting at this point with 60 credits would receive a PGCert International Management</b> <b>Students exiting at this point with 120 credits would receive a PGDip International Management</b>			
UCIM7001	Business Project	60	Compulsory
<b>Students exiting at this point with 180 credits would receive an MSc International Management</b>			

Key to Module Statuses	
Compulsory modules	Must be taken although it may possible to compensate as a marginal fail (within the limits set out in the Academic Regulations and provided that all core or pass/fail elements of module assessment have been passed).

Timetables
<p>Timetables are normally available 8 weeks ahead of the start of term. Please note that while we make every effort to ensure timetables are as student friendly as possible, scheduled learning can take place on any day of the week.</p> <p>Our Timetabling team work hard to ensure that timetables are available to students as far in advance as possible, however there may be occasional exceptions such as in the case of teaching which falls outside of the usual academic calendar. The UoC academic calendar runs from July to July, so timetabling information for programmes which include teaching sessions in August may not be published until closer to the August delivery.</p>

## ADDITIONAL INFORMATION

### Student Support

The [Student Enquiry Point](#) is a simple way to contact Student Services. Using the Student Enquiry Point tile on the Student Hub you can submit an enquiry to any of the Student Services teams, which includes:

- [Careers and Employability](#)
- [Chaplaincy](#) for faith and spiritual wellbeing
- [Mental Health and Wellbeing](#)
- [Digital Skills](#)
- [Disability and Specific Learning Difficulty \(SpLD\)](#)
- [International Student Support](#)
- [Library](#)
- [Money Advice Service](#)
- [Safeguarding](#)
- [Skills@Cumbria](#)
- [Sports and Fitness Facilities](#)
- [University Student Accommodation](#)

As a student at the University of Cumbria you automatically become a member of the Students' Union. The Students' Union represents the views and interests of students within the University.

The Students' Union is led by a group of Student Representatives who are elected by students in annual elections. They also support approximately 400 Student Academic Reps within each cohort across the entire University. The Students' Union represent the views of their cohort and work with academic staff to continuously develop and improve the experience for all University of Cumbria students. You can find out more about who represents you at [www.ucsu.me](http://www.ucsu.me).

You can email at any time on [studentvoice@cumbria.ac.uk](mailto:studentvoice@cumbria.ac.uk).

### Induction

Postgraduate induction at the University of Cumbria is an essential part of your transition into the MSc International Management programme, designed to equip you with the tools and knowledge for academic and personal success. Induction takes place during Welcome Week, typically the week before the programme begins in September, January, or June.

During this period, you will meet your programme team, gain an in-depth introduction to your programme, and complete registration. You will also participate in library induction, study skills, time management workshops, and information literacy sessions to prepare you for the demands of master's-level study.

Additionally, you will be introduced to Blackboard Ultra, the University's Virtual Learning Environment (VLE), along with online resources, e-books, databases, and tools for research. At this stage, you will be assigned a Personal Tutor, who will meet with you at the end of the induction period to discuss

your timetable, module choices (for part-time students), and academic progression, ensuring a tailored and supportive start to your journey.

### **Personal Tutor**

The Personal Tutoring Scheme at the University of Cumbria reflects the institution's commitment to robust student support as outlined in its Strategic Plan. Personal Tutoring enhances supportive relationships with academic staff early in your journey, promoting academic success and personal development. Each student is assigned a Personal Tutor who offers tailored guidance on academic progress, personal development planning, and navigating University systems. Personal Tutors provide opportunities to reflect on assessment feedback, offer advice on academic and professional matters, and direct you to additional resources when needed, ensuring a supportive and enriching student experience.

### **Preparing for Postgraduate Study**

The Head Start to Postgraduate Study online course is designed to support your transition into level 7 academic study, offering flexible, self-paced materials accessible to both University of Cumbria applicants and registered students. This resource equips you with essential postgraduate skills, including mastering academic writing, understanding reflexive practice, and developing your academic voice. You will also learn to identify, evaluate, and manage relevant literature to enhance your research and critical analysis. By engaging with this course, you will build confidence in meeting the demands of postgraduate study and lay a strong foundation for academic success (to access the course, simply follow the link to this [webpage](#)).

### **Career Ahead+**

Career Ahead+ is the University of Cumbria's Employability Award. Completing Career Ahead+ will help you recognise and develop your skills, providing a greater opportunity for you to get the job you want when you graduate. The award is based on what employers look for in an ideal candidate, in relation to skills, knowledge and experience. You will be supported with career direction, gaining experience, and providing all the skills needed to complete the perfect application and be successful in that all important job interview. Contact [careerahead@cumbria.ac.uk](mailto:careerahead@cumbria.ac.uk) or visit [www.cumbria.ac.uk/careerahead](http://www.cumbria.ac.uk/careerahead) for more information.

### **Graduate School**

Taught Masters students can attend the Graduate School Researcher Development Programme sessions and the summer school. If you would like to be included on the mailing list for such events, please contact the University of Cumbria [Graduate School](#).

### **International Students**

International students are supported throughout the programme of study. The University is aware that studying at a new university will be different from your previous experiences. We provide additional support and information to help you to adjust to learning and teaching methods, and the systems and processes used in the UK. Study support sessions will form part of your induction week activities.

### **Students' Union**

Registered students can participate in activities, societies and clubs organised by the University of Cumbria Students' Union (UCSU). The students' union also provides a range of advice and support networks.

## Course Costs

### Tuition Fees

Course fees can be found on the programme [webpage](#).

### Additional Costs

The following course-related costs are not included in the fees:

- IT equipment: approximately GBP1000, depending on personal preference on IT equipment such as specifications of laptop
- Printing and optional field trips: approximately GBP200 but this depends on personal preferences and learning needs.

## Exceptions to the Academic Regulations

This programme operates in accordance with the University's Academic Regulations and Academic Procedures and Processes with the following permitted exceptions:

This programme has been designed to reflect the recent development and trends in the UK HEI for 30 credits modules, which is consistent with the design incorporated in the validation of the core business undergraduate programmes.

## External and Internal Benchmarks

Benchmarks used within the development of this programme are as follows:

Publications from the UK Quality Assurance Agency (QAA) for Higher Education, including:

- [QAA Characteristics Statement: Master's Degree \(February 2020\).](#)
- [QAA Subject Benchmark Statement: Master's Degrees in Business and Management \(March 2023\).](#)
- [QAA Subject Benchmark Statement: Business and Management \(March 2023\).](#)
- [QAA Framework for Higher Education Qualifications in England, Wales and Northern Ireland \(February 2024\).](#)

University of Cumbria strategic documents:

- [Towards 2030 - the Strategic Plan for the University of Cumbria.](#)
- [Learning, Teaching and Assessment Plan - 2024–2027.](#)
- UoC Academic Strategy.
- UoC Curriculum Design Framework.
- [UoC Academic Regulations.](#)

## Disclaimer

This programme has been approved (validated) by the University of Cumbria as suitable for a range of delivery modes, delivery patterns, and delivery sites. This level of potential flexibility does not reflect a commitment on behalf of the University to offer the programme by all modes/patterns and at all locations in every academic cycle. The details of the programme offered for a particular intake year will be as detailed on the programme webpage:

<https://www.cumbria.ac.uk/study/courses/postgraduate/international-management/>

<b>Date of Programme Specification Production</b>	February 2025
<b>Date Programme Specification was last updated</b>	