

<b>Programme Title and Name of Award</b>	MSc in International Management		
<b>Professional Qualifications / Accreditation</b>	n/a		
<b>Academic Level</b>	Level 7	<b>Total Credits</b>	180
<b>UCAS Code</b>	N/A	<b>JACS Code</b>	N100
<b>Criteria for Admission to the Programme</b>	<p>The University's standard criteria for admissions apply. Please refer to the <a href="#">Applicant Information</a> pages of the University website for more information. For <a href="#">APL</a>, please refer to the University website.</p> <p>Detailed criteria for admission to this programme can be found on the 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></p>		
<b>Teaching Institution</b>	University of Cumbria		
<b>Owning Department</b>	Business, Law, Policing and Social Science		
<b>Programme delivered in conjunction with</b>	n/a		
<b>Principal Mode of Delivery</b>	Face to Face, Blended learning.		
<b>Pattern of Delivery</b>	Full Time, Part Time		
<b>Delivery Site(s)</b>	All UoC sites		
<b>Programme Length</b>	<p>Full time: 1 year standard</p> <p>Part time: up to 5 years (students are normally expected to complete within 2 years)</p>		
<b>Higher Education Achievement Report (HEAR)</b>	N/A		

## Exit Awards

You may be awarded one of the following Exit Awards if you fail to achieve the requirements of the full programme.

- Postgraduate Certificate in International Management
- Postgraduate Diploma in International Management

## Programme Features

This MSc International Management has embedded the university themes of Sustainability, Creativity, Employability and Enterprise. Students will work as individuals and groups, and have the opportunity to apply theoretical concepts to real-life complex business and management case studies. The Research Methods module provides a solid foundation for the research element of the programme and allows students to take time to consider their dissertation topic.

The MSc International Management offers the opportunity for students to share three of seven twenty-credit modules with the MBA programme. These modules cover "Leadership and Organisation Behaviour", "Sustainability Issues in Business" and "Research methods". This provides MSc students with an excellent opportunity to mix with the MBA students and benefit from their existing business and management experience. The case studies used to illustrate applications in "Leadership and Organisation Behaviour" and "Sustainability Issues in Business" can be reinforced by real-life applications taken from the authentic workplace experiences of the MBA students.

The mix of experiences also brings a new dimension to the Research Methods module. MSc students are expected to adopt a more theoretical approach and be familiar with the academic research environment and be more interested in pursuing research associated with a traditional dissertation. The MBA students' experience in academic research may be more focussed on other forms of research such as consultancy. This blend of experiences will benefit all students, and encourage MSc students who are considering starting their own business to opt for the more applied approach of the independent project.

The programme provides a flexible approach for part-time students as the first six modules can be taken in any order, whilst covering the main elements of management. The only constraint is that students must take the Research Methods module before they start work on their dissertation.

There is a strong emphasis on International Management which permeates through other modules such as Strategic Management, Organisation Behaviour, Leadership, Sustainability Issues, Marketing and Global Operations. Additional topics such as Financial Management, Economics, Supply Chain, Exports and Carriage of Goods are addressed from an international perspective in several of the programme modules and supported by our international teaching team.

Other key features of the programme include:

- Curriculum design to cater for September and January starts
- National, regional and international contexts
- Consideration of Public, Private and Third stream organisations
- Industry-centred applicability of syllabus
- Strong underpinning of key management areas

This MSc in International Management offers a solid foundation in management expected from a "Type 2" MSc or "generalist master's degree with a main Management component", in line with the recommendations from the latest QAA subject benchmark (June 2015).

This MSc International Management allows students to develop their reflective and critical thinking skills by challenging their reasoning and analytical mindset. The problem-based learning process ensures the learning process encompasses the current global economic climate and evolving management reasoning, practices and solutions. Throughout the programme, students are also able to hone their academic and transferable skills such as report writing, portfolio creation, individual and group presentation, teamwork, negotiation skills, time management, research skills, business communication skills, leadership styles, business aptitude, IT skills, equality and diversity awareness.

The MSc Team consists of academics who are engaged with the Higher Education Academy and active members / practitioners of the business community (regional, national and international).

## Aims of the Programme

The overall aims of the Programme are:

1. To provide a generalist Master's degree in Management with a strong conceptual and theoretical emphasis for recent Graduates in Business, or from related discipline, who wish to specialise in International Management.
2. To develop a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which are at, or informed by, the forefront of the academic disciplines of international management studies.
3. To acquire a comprehensive understanding of techniques applicable to research and advanced scholarship in the disciplines of international management.
4. To apply critically theoretical knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the disciplines of international management.
5. To evaluate current research and advanced scholarship in the discipline of international management, and consider their use in the global business world.
6. To examine methodologies and develop critiques of them and, where appropriate, to propose new hypotheses.
7. To explore and apply qualities and transferable skills necessary for employment requiring the exercise of initiative, personal responsibility and decision-making in complex and unpredictable global situations.
8. To examine critically International Management Research opportunities in a business context.

## Level Descriptors

Level Descriptors describe in general terms the expected outcomes you will achieve at each level of study as you progress through your programmes. They describe the relative demand, complexity, depth of learning and learner autonomy associated with a particular level of learning and achievement. The University's Level Descriptors are aligned to the national [Framework for Higher Education Qualifications](#) (FHEQ) and are a key mechanism for ensuring the academic standards of the University's provision.

At Level 7 (Master's level), you will be able to demonstrate that you have the ability:

- To display a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of your academic discipline, field of study or area of professional practice.
- Employ advanced subject-specific and cognitive skills to enable decision-making in complex and unpredictable situations.
- Generate new ideas and support the achievement of desired outcomes
- Accept accountability for decision making including the use of supervision
- Analyse complex concepts and professional situations by means of synthesis of personal and work place reflection and data drawn from scholarship and research in the field.

### **Programme Outcomes – Knowledge and Understanding**

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

#### **After 60 credits of study (PG Cert) you will be able to demonstrate:**

**K1.** Advanced knowledge and understanding of management informed by current international practice;

**K2.** Sound grounding in specific areas of management applied to the organisational context and the ability to reflect on and apply new theoretical knowledge.

#### **After 120 credits of study (PG Dip) you will be able to demonstrate:**

**K3.** A critical awareness of management, leadership and sustainable aspects which is informed by leading edge research and modern practice;

**K4.** A systematic and creative approach using appropriate tools and models to analyse complex global issues, improve the management of operations and the strategic position of an organisation.

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

**K5.** Expertise in information management, research methodologies, ethical considerations, the selection and implementation of research methods appropriate to the field of international business management;

**K6.** An understanding of the role of business and management research from a theoretical and applied perspective, and the value of academic research for the modern global organisation.

### **Programme Outcomes – Skills and other Attributes (including Employability Skills)**

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

#### **After 60 credits of study (PG Cert) you will be able to demonstrate:**

**S1.** The ability to think, analyse, reflect, synthesise and appraise critically;

**S2.** A high level of personal effectiveness, time management, self-management and the displaying of business and management acumen;

**S3.** The importance of academic thinking in an international management context.

#### **After 120 credits of study (PG Dip) you will be able to demonstrate:**

**S4.** Effective oral and written communication, aimed at a diverse audience;

**S5.** Advanced Management skills to deliver operational improvements and formulate strategies;

**S6.** The ability to recognise and address ethical dilemmas, develop strategies which can deliver growth and sustainable outcomes.

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

**S7.** An aptitude to conduct academic research into business management issues, collect data, analyse information, and reflect on the significance of the results;

**S8.** The ability to recognise and use individual's contributions, influence others, add to the body of knowledge or develop new ideas to support management change;

**S9.** Strength in analysing, synthesising and solving complex unstructured business and management problems effectively, and the ability to share knowledge or provide appropriate recommendations.

### **External and Internal Reference Points**

The following Subject Benchmark Statements and other external and internal reference points have been used to inform the Programme Outcomes:

The two following documents published by "The Quality Assurance Agency for Higher Education" (QAA) are considered essential:

- QAA Characteristics Statement – Master's Degree – September 2015
- QAA Subject Benchmark Statement – Master's Degrees in Business and Management – June 2015

The University of Cumbria Learning & Teaching Strategy, Academic Strategy and the Departmental Business Plan have informed the development of this programme of study.

### **Teaching, Learning and Assessment Strategies employed to enable the Programme Outcomes to be Achieved and Demonstrated**

In developing the LTA strategy, the MSc programme team members have considered the UoC Learning, Teaching and Assessment Strategy, guidance from the QAA, and adherence to the University's Regulations for Postgraduate Taught Degrees.

Learning, teaching and assessment across the programme seek to incorporate the acquisition of knowledge, understanding and skills which are expected to develop employment opportunities and provide new openings for students who have want to enhance their management potential.

The programme has a diverse range of learning opportunities and assessment methods to support learning and understanding in the Management discipline.

The [Learning, Teaching & Assessment Strategy](#) (2014-17) at the University of Cumbria sets out the framework for contexts for learning and the MSc incorporates key elements from the strategy within the programme including:

- Integrating theory and practice to enhance the learning experience
- Working in partnership with students, professional organisations, services and academic teams to develop programmes that are relevant to the sector, both regionally and internationally

- Providing a campus based learning experience that is accessible and inclusive through flexible delivery and enhanced by the use of appropriate learning technology

Teaching and learning methods can include: lectures, seminars, case studies, discussion, debate, small group work activities, presentations, workshops, report writing, poster presentations, essays, portfolios, problem-based learning, simulations, discussion groups, and blended learning using the Blackboard Virtual Learning Environment (VLE) as a platform for communication, discussion, debate and collaborative working.

Throughout the programme, case studies are used regularly to illustrate concepts and generate reflection. Where the teaching of modules is shared with MBA students, or when MSc students can justify a significant experience relevant to the module, there is an opportunity to further the learning through a reflection based on real cases experienced by the students themselves.

### **Learning and Teaching Methods:**

- Lectures to provide a structured framework of knowledge
- Tutorials to develop further understanding and to encourage discussion and debate
- Seminars to develop in depth knowledge and critical thinking
- Online and class based workshops to develop critical analysis, research and IT skills
- Guided and independent study to develop research skills, study skills and in depth knowledge
- Reflection using PebblePad for development of academic skills, professional skills, research skills and transferable skills.

LTA approaches are evaluated and improved following module evaluations, peer review, enhancement and module development sessions. This ensures an enhanced student learning experience and the continuing professional development of the academic team to incorporate LTA best practice

The programme will be delivered by a mixture of face to face learning and teaching experiences via the Blackboard Virtual Learning Environment (VLE) platform. This will enable all students on the programme (including part-time students) to participate fully in the learning process.

### **Assessment Methods:**

Some examples of assessment methods include: case study, reflective reports, academic essay, e-portfolio, presentations, poster and oral presentation, written report, online assessment, research proposal, dissertation or independent project.

- Problem-Based Learning (PBL) to assess research and application of theoretical knowledge, and in depth understanding of management studies (used in diagnostic assessment and for UCBP7001, 7005 & 7008 formative assessment with real-time case study);
- Essays and Reports (Written assignments) to assess research and written communication skills (e.g. UCPB7001, 7004, 7007, 7009);
- Presentations (individual and group) to assess oral communication and teamwork skills (e.g. UCBP7020 formative, Independent project and Dissertation supervision);
- Dissertation to assess independent study, self-management and advanced research skills (e.g. UCBP7021, 7022);
- Online participation and e-portfolio to assess research and IT skills (may be used in lieu of portfolio in some modules e.g. UCBP7010 diagnostic);
- Portfolio assessment would typically include written critical commentary, reflective diary, case study review and analysis (e.g. UCBP7003, 7020).

Assessments are chosen to examine student's ability to integrate theory and practice, and to think critically in relation to theory, empirical research and practice. Subject specific, professional and transferable (negotiations, communication, time management, presentation, report writing) skills are developed within classroom-based and independent learning activities. Most modules assess a variety of skills, either directly or indirectly through the assessment work for the module. The dissertation module enables students to study and research into a specific topic in depth, and also develops further the capacities for self-managed learning and critical thinking.

### **Formative Assessment:**

Formative assessment is a key element of each module providing valuable peer and student feedback to prepare for subsequent summative assessment tasks. This will allow students to engage with the developmental opportunities embedded within the programme.

Formative assessment is integrated into each module and is seen as requisite in the development of the University Learning and Teaching Plan. Formative feedback is a developmental tool providing opportunities to obtain advice, comment and opinion at an early stage in the assessment process, enabling students to participate in and develop ideas and strategies, whilst also identifying their strengths and areas for improvement. Formative feedback can take a number of forms: verbal or written comments following an activity, practical research exercises, oral presentations, short written tasks and can combine peer and/or tutor reviews.

## **Student Support**

### **Induction**

Postgraduate induction takes place during the week before the programme start date, in September or in January. Induction involves meeting the programme team, programme introduction, registration, library induction, information literacy, study skills and time management sessions. Introduction to the Blackboard (VLE) platform, on-line resources, e-books, databases and skills for Masters level study.

At this stage, you will also be allocated a Personal Tutor. The first session with your Personal tutor is normally scheduled at the end of the induction period. It is the opportunity to meet your Personal Tutor, check the timetable in place for your programme and, for part-time students, select the appropriate modules for first semester.

### **Personal Tutor:**

Your Personal Tutor will be proactively involved in the delivery of your programme and will have contact with you throughout your time at the University. The Personal Tutor will support your learning and development, including tutorials and other support as outlined in the University of Cumbria Personal Tutor Policy. All students have access to the discussion boards and email. Students can request skype tutorials and Blackboard (VLE) includes a range of functions to make the learning interactive.

### **Personal Development Portfolio (PDP):**

You will have the opportunity to complete a PDP that is available both on Campus and accessible remotely through the University of Cumbria PebblePad system. You are encouraged to use the PDP to identify and record key skills that have been developed and practised. The PDP can be taken into employment or evidence Continuing Professional Development (CPD).

### **Module Tutorials:**

Individual and group tutorials are embedded throughout the programme. Additional tutorial support maybe available after timetabled teaching sessions or by appointment via the module tutor / module leader. Some support can also be delivered via telephone, email and skype.

### **Library and Student Services (LiSS)**

Library and Student Services (LiSS) offer a wide range of support, including; access to library learning resources, academic skills, careers and employability, financial help, counselling, health and wellbeing and support for disabled students and those with specific learning requirements. We know that you want to get the most out of your programme, make the best use of your time and find or continue in the career you always dreamed of. Access university support and facilities easily and quickly via our [help is at hand](#) search.

The Skills@Cumbria service can help support your academic skills and success throughout your programme. The service is delivered by a team of professional Learning Enhancement Advisers within LiSS. It includes a suite of online self-help resources accessible 24/7 via the University's website and Blackboard site. It also provides group and individual advice and guidance accessible through and alongside your course and by different means such as face to face, email or virtual.

Module leaders will collaborate with LiSS advisers to ensure that your reading lists are current and items are available via the library collections. In order to maximise access, availability and usefulness, ebooks and electronic journal titles will, in most cases, be prioritised. You can access a wide range of great electronic and print content using [OneSearch](#) and you can find out more about key texts and journals for your subject by accessing the library's [subject resources webpages](#). Where appropriate, module reading lists will be made available to you electronically using the university's [online reading list system](#).

In addition to the range of guidance above, you have the opportunity to further develop your personal, academic and professional skills by taking part in a number of initiatives coordinated and delivered by LiSS Advisers.

### **Preparing for M Level Study**

Blackboard Open Education is an online platform for Massive Open Online Courses (MOOCs). A MOOC is an online course that provides open access to an unlimited number of participants.

This free online pre-entry Master's level course is available free of charge through the Open Education Platform powered by Blackboard as is Head Start Plus. It provides a useful insight into the academic requirements of study at postgraduate level and is recommended to students who are about to start their PG qualification.

To access the course simply follow the link to <https://openeducation.blackboard.com/cumbria> and set-up a free account with Open Education. Once logged on, select the course free of charge and work through it at your own pace.

### **Cumbria Mentor Scheme**

This is the university's one-to-one voluntary mentoring scheme, traditionally matching individual first year students with second and third year Cumbria Student Mentors; however, any student may request a mentor if needed. This scheme provides unique pastoral support to new students during their transition into university life. It is also a great opportunity for more experienced students to broaden their own skill-set through the specific training all new mentors undergo, and through the practices they will utilise throughout the mentoring process. If you would like to be put in touch with a mentor or are interested in becoming a mentor yourself, contact [melanie.bakey@cumbria.ac.uk](mailto:melanie.bakey@cumbria.ac.uk)

### **Career Ahead**

Career Ahead is the University's Employability Award that is accessible to all of our students regardless of level or programme of study. Available free through the Careers Team in LiSS, the award gives students the opportunity to make their graduate CV stand out. Based on what

employers look for in an ideal candidate, this award works with students to identify any gaps in their skill set and reflect on their experiences. It also offers the opportunity to participate in exclusive programmes and activities with real life employers. The University of Cumbria's employability award is split into three stages: Bronze, Silver and Gold, with a further Career Ahead + Platinum level. Students' engagement in extra curricula activities such as volunteering, project and charity work and peer mentoring are recognised within Career Ahead. To find out more or to register email [careerahead@cumbria.ac.uk](mailto:careerahead@cumbria.ac.uk).

### **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](#).

### **English Language Development:**

If you have been given a conditional offer based on your IELTS score or if you would like to upgrade your academic English regardless of your score, the University runs a 6-week or 12-week pre-session programme at additional cost.

During the academic year, you can also access in-session support. More information about this service, including advice on how to book an appointment with a tutor, can be provided by LiSS ([lisslancaster@cumbria.ac.uk](mailto:lisslancaster@cumbria.ac.uk)).

### **International Students:**

International students are supported by LiSS 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.

<b>Programme Curriculum Map</b>					
<b>Academic Level</b>	<b>Module Code</b>	<b>Module Title</b>	<b>Credits</b>	<b>Module Status*</b>	<b>Programme Outcomes achieved</b>
7	UCBP7001	Leadership and Organisation Behaviour	20	Compulsory	K1, K2, K3, S1, S2, S3, S4, S7
7	UCBP7007	Global Marketing Management	20	Compulsory	K1, K2, K3, K4, S1, S2, S3, S4, S5
7	UCBP7008	International Management	20	Compulsory	K1, K2, K3, K4, S1, S2, S3, S4, S6
7	UCBP7004	Sustainability Issues in Business	20	Compulsory	K1, K2, K3, K4, S1, S2, S3, S4, S6
7	UCBP7009	Global Operations Management	20	Compulsory	K1, K2, K3, K4, S1, S2, S3, S4, S5
7	UCBP7010	Strategic Management	20	Compulsory	K1, K2, K3, K4, S1, S2, S3, S4, S5, S6
7	UCBP7020	Research Methods for Business and Management	20	Compulsory	K1, K2, K5, K6, S1, S2, S3, S7, S8
7	UCBP7022	Dissertation	40	Optional	K1, K2, K3, K4, K5, K6, S1, S2, S3, S4, S6, S7, S8, S9
7	UCBP7021	Independent Project	40	Optional	K1, K2, K3, K4, K5, K6, S1, S2, S3, S4, S6, S7, S8, S9
<b>Notes</b>					
<p>This programme operates in accordance with the University's Academic Regulations and Academic Procedures and Processes.</p> <p>Module UCBP7020 must be taken and assessed before students can begin the Dissertation (UCBP7022) or the Independent Project (UCBP7021).</p> <p>Students must choose one of the two optional 40 credit modules; the Dissertation or the Independent Project. MSc students can undertake a dissertation as is the case in many traditional MSc programmes. A dissertation can be particularly effective for specialising in a specific business and management area as this can be used as a differential for future employment or as a springboard for future studies. However, some MSc students</p>					

who have relevant experience and/or contact in an organisation or industry may prefer to choose the independent project as a means to integrating theory and practice.

**\* Key to Module Statuses**

Compulsory Modules	Must be taken although it may possible to carry as a marginal fail (if the award permits)
Optional Modules	Are a set of modules from which you will be required to choose a set number to study. Once chosen, unless indicated otherwise in the table above, an optional module carries the same rules as a compulsory module as per the Academic Regulations

<b>Programme Delivery Structure: Full Time / Part Time</b>				
<b>Module Code</b>	<b>Module Title</b>	<b>Delivery Pattern</b>	<b>Method(s) of Assessment</b>	<b>Approximate Assessment Deadline</b>
		<b>Autumn Semester / Spring Semester / Extended / Year-Long</b>		
UCBP7001	Leadership and Organisation Behaviour	Autumn Semester	Written assignment	End of semester
UCBP7007	Global Marketing Management	Autumn Semester	Written assignment Written assignment	Second half of semester End of semester
UCBP7008	International Management	Autumn Semester	Written assignment	End of semester
UCBP7004	Sustainability Issues in Business	Spring Semester	Written assignment Written assignment	Mid-semester End of semester
UCBP7009	Global Operations Management	Spring Semester	Written assignment	End of semester
UCBP7010	Strategic Management	Spring Semester	Report	End of semester
<b>Students exiting with 60 credits would receive a Postgraduate Certificate in International Management</b> <b>Students exiting with 120 credits would receive a Postgraduate Diploma in International Management</b>				
UCBP7020	Research Methods in Business and Management	Year-long The teaching takes place during the first semester (Autumn Semester for September start and Spring Semester for January start)	Portfolio	Several tasks at various points in the semester

UCBP7022	Dissertation	Extended Spring/Summer semester for September starters. Summer/Autumn semester for January starters.	Dissertation	End of module
UCBP7021	Independent Project	Extended Spring/Summer semester for September starters. Summer/Autumn semester for January starters.	Dissertation	End of module

## Methods for Evaluating and Improving the Quality and Standards of Learning

<p><b>Mechanisms used for the Review and Evaluation of the Curriculum and Learning, Teaching and Assessment Methods</b></p>	<ul style="list-style-type: none"> <li>• Module Evaluation</li> <li>• Programme validation and revalidation</li> <li>• Annual Evaluatory Reports</li> <li>• Peer Review of Teaching</li> <li>• External Examiner Reports</li> <li>• Programme Evaluation</li> <li>• HEA PTES - Postgraduate Taught Experience Survey</li> </ul>
<p><b>Mechanisms used for gaining and responding to feedback on the quality of teaching and the learning experience – gained from: Students, graduates, employers, WBL venues, other stakeholders, etc.</b></p>	<ul style="list-style-type: none"> <li>• Staff Student Forum</li> <li>• Module Evaluation Forms</li> <li>• Programme Evaluation</li> <li>• Module/Programme/Personal tutorials</li> <li>• Meetings with External Examiners</li> </ul>

<p><b>Date of Programme Specification Production:</b></p>	<p>7<sup>th</sup> March 2017</p>
<p><b>Date Programme Specification was last updated:</b></p>	

**For further information about this programme, refer to the programme page on the University website**