

## Course record information

<b>Name and level of final award</b>	<ul style="list-style-type: none"> <li>• Master of Arts - Management</li> </ul> <p><i>Programme Specification for Online Course</i></p> <p>The award is Bologna FQ-EHEA second cycle degree or diploma compatible</p>
<b>Name and level of intermediate awards</b>	<ul style="list-style-type: none"> <li>• Postgraduate Diploma (Pg Dip) - Management</li> <li>• Postgraduate Certificate (Pg Cert) - Management</li> <li>• Postgraduate Credits - Management</li> </ul>
<b>Awarding body/institution</b>	University of Westminster
<b>Teaching institution</b>	University of Westminster
<b>Status of awarding body/institution</b>	Recognised Body
<b>Location of delivery</b>	Secondary/Tertiary Locations: 100% on line delivery
<b>Language of delivery and assessment</b>	English
<b>QAA subject benchmarking group(s)</b>	<p><a href="#">Master's Degrees in Business and Management</a></p> <p>Individual modules may draw on subject specific benchmarking groups: Accounting, Economics, Finance.</p>
<b>Professional statutory or regulatory body</b>	
<b>Westminster course title, mode of attendance and standard length</b>	<ul style="list-style-type: none"> <li>• Management Online, Open/Distance Learning, September or January start - 2 years standard length</li> </ul>
<b>Valid for cohorts</b>	From 2023/4

## Additional Course Information

This course is designed for part time study. **The named award on completion is MA Management.**

## Admissions requirements

There are standard minimum entry requirements for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information. For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements. More information can be found here: <https://www.westminster.ac.uk/courses/postgraduate/how-to-apply>.

## Aims of the programme

The MA Management Online course is a new and completely distinct version of the University's long established MA Management which offers a range of modules for long-term career flexibility and progression, by enabling learners to transcend subject boundaries. The MA Management Online offers a flexible programme that is delivered entirely online and allows students the opportunity to learn at their pace in a flexible and convenient learning environment.. Therefore, there is no requirement for students to come to the UK as part of their studies. Students will develop knowledge with theory, practice and application of concepts covered in the online modules. The course equips graduates to be self-employed, lead their own company, work for private business, not-for-profits or government agencies, pursue a general management career or choose to specialise in specific areas of business. Graduates from the campus based masters have found employment in multi-national companies such as Accenture, Procter & Gamble and Unilever and occupy a variety of roles in both multinational organisations and small and medium-size enterprises. The online course aims to ensure students engage with organisations' processes and practices through a range of real-life case studies. These support students to develop an understanding of why companies have been successful or have experienced turmoil over the years.

Students have access to a wide range of electronic and online media resources and have the opportunity to learn from one another through our embedded online tools for collaboration. These evidence that the student has the knowledge, skills and behaviours to drive business activities in a senior, regional, specialist, director or CEO management and leadership roles. More specifically, the MA Management online has been designed to provide aspiring and new front line, junior and middle managers with academic accreditation and with a learning experience, which will develop them systematically for their future management role.

The course aims to produce graduates who:

- have developed skills in collaboration within the online environment which are transferable to employment
- have moulded general management skills with the digital and leadership abilities required to operate in the current economic environment.
- have developed the skills of analysis, problem solving and proactive thinking by providing the knowledge and understanding required to operate effectively in a managerial and leadership roles.
- are confident and proficient learners, able to plan for long-term flexibility and career progression and able to transcend the boundaries of subject specialisms.

## Employment and further study opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses
- Opportunities for part-time work, placements and work-related learning activities are widely available to students
- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision
- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

Today's organisations need graduates with skills relevant to the workplace. The MA Management (online) provides career development opportunities for students with different level of managerial experience. For students with some practical experience, they course will facilitate their professional and academic development to innovate in their existing role or when starting a new business. For recent graduates, the course will help them to develop managerial skills that can be applied across different industries, sectors, and regions. In addition, through a bespoke advice from the university career consultants, students will receive the support to clarify their aspirations and managing their future career.

Upon completion of the MA Management (online), students will develop and refine a wide range of personal and professional skills including:

- Strategic decision-making
- Critical and creative thinking
- Problem solving and decision-making strategies
- Research skills, including the ability to analyse both quantitative and qualitative data
- Self-reflection and self-awareness

Students have access to a wide range of electronic and online media resources and have the opportunity to learn from one another in our international classroom. The MA Management (online) offers opportunities for students who wants to develop their digital skills and get a certification for completion, including Microsoft Office, technical skills and specialist courses. For example, the University of Westminster has licenced LinkedIn Learning for all current students, and therefore they have access to thousands of online courses that will support them at different stages of their career journey and boost their employability. Students will receive a LinkedIn Certification when completing them that can be added to their LinkedIn profile as well as their resumé to enhance their profile both internationally and in their local region.

In addition, all students have access to the University's Careers Service and the resources on the Engage Platform including one to one appointments and initiatives such as The Virtual Skill Academy and the Westminster Employability Award.

## What will you be expected to achieve?

### Course learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning.

These are threshold statements of achievement the learning outcomes broadly fall into four categories:

The overall knowledge and understanding you will gain from your course (KU)

Graduate attributes are characteristics that you will have developed during the duration of your course (GA)

Professional and personal practice learning outcomes are specific skills that you will be expected to have gained on successful completion of the course (PPP)

Key transferable skills that you will be expected to have gained on successful completion of the course. (KTS)

**Level 7 course learning outcomes:** upon completion of Level 7 you will be able to:

- 1 Operate in abstract and complex learning, work or Management practice contexts, requiring selection and application of advanced and specialist techniques in Management and relevant information sources. ( PPP )
- 2 Apply a systematic understanding of Management knowledge and specialist theoretical and methodological approaches, to management dilemmas. ( KU )
- 3 Systematically and critically analyse and evaluate evidence, developing effective and advanced methodologies from the management discipline to explain and support conclusions and recommendations ( PPP CS )
- 4 Select and apply advanced management concepts and theoretical frameworks/approaches to critically develop systematic responses suggesting new ideas in unpredictably complex contexts. ( KU CS )
- 5 Select and adapt advanced problem-solving strategies, methods and techniques appropriate to the field of management in order to design systematic investigations that define and critically evaluate problems, using specialist information and data. ( KTS CS )
- 6 Design and develop advanced specialist projects and/or activities to strategically enhance own and/or others learning, work or practice within unpredictably complex contexts. ( PPP SS )
- 7 Systematically organise and communicate advanced information, using criteria developed for specialist audiences in unpredictably complex contexts. ( PPP SS )
- 8 Systematically apply an advanced awareness of relevant ethical and professional values and codes of conduct, to personal and strategic decisions, actions, responsibilities, outcomes and dilemmas, whilst working proactively with others on solutions. ( PPP SS )
- 9 Take responsibility for leading the systematic and critical evaluation of own and others' capabilities, performance and development, applying strategic management approaches in unpredictably complex contexts. ( PPP CS )

## How will you learn?

### Learning methods

The MA Management online support students by developing learning activities using synchronous and asynchronous learning that facilitates the learning of students in different time zones, attends to different learning preferences, and ensures students can overcome Internet connectivity and speed issues. Every module on the course is designed for students to study asynchronous material at their own pace for 36 hours over the period of the module, supported by weekly one hour synchronous sessions (12 hours in total) where students meet the module leader and are able to raise questions on module content and the assessments.

To support our online students, the University of Westminster offers a wide range of services including:

#### Academic Support

- The module leaders of the online modules will be the first point of contact for students on anything to do with the module content including: learning activities, video recordings, assessment, and the weekly live Q&A sessions. The module leaders and other academic staff also provide extra support through weekly academic support hours.
- The weekly live Q&A sessions will be available in all modules. These are 1-hour synchronous session that will be available in the morning and afternoon (UK time). Students can select in which hour they would like to attend, and therefore they will have the opportunity to attend according to their time zones.
- Our online students will be allocated with a personal tutor who will provide pastoral support and guidance on academic issues.
- The course handbook will provide information about the course, modules and information about the support available to our students.
- The university provides online academic skills workshops via Blackboard Collaborate to improve or refresh your academic skills or knowledge including researching, referencing, essay / report writing, dissertations, literature review, critical thinking, academic language, time management and presentations.

#### Student Centre

- The Library and Student Centre service is designed to provide guidance on a diverse range of services to support students' wellbeing and provide information that students require during their studies at the University of Westminster.
- If a student is not sure which department or services can offer support to their issues, the student centre will get them directly to the team or colleague who can.
- If a student has a general question, they can contact the library and student centre through email and live chat.

### E-library facilities

- Students will be able to have access to a wide range of online sources such as e-books, academic journals, newspapers, databases (such as Mintel and Statista) that will support students in learning activities and assessment. Students can get help with library services through our:
  - Online library chat that is available from Monday to Friday 9am – 8pm
  - Virtual guide to online library

### Technical Support

All the module content in MA Management (online) will be delivered using Blackboard, our Virtual Learning Environment (VLE) platform. There are additional digital tools that will be used in modules, such as Blackboard Collaborate, Panopto and Padlet. The information about the technical requirements regarding the electronic device and Internet access will be available for our online learners so they can ensure a robust student learning experience. The University operates an online self service system for raising technical support issues which all students have access to.

### Software to support learning

The University of Westminster provides our students the access to software that support their online learning experience including:

- LinkedIn Learning: a platform that holds thousands of online courses and certificates for the completion of some training including: software packages used at University; skills relevant to business and management; study skills and soft skills.
- Self Study for Microsoft Office Accreditation

## **Commitment to Equality, Diversity and Inclusion (EDI)**

The course team has a strong commitment to decolonising and diversifying our curriculum and teaching practices, taking an approach to learning, teaching and assessment that draws from a wide range of contexts and practical examples to enhance inclusivity. In line with QAA guidance and the University's commitment to equality and diversity, an inclusivity strategy facilitates an environment for learning that anticipates the varied requirements of learners and aims to ensure that all students have equal access to educational opportunities. The MA Management has been well positioned for some time in terms of commitment to the university's EDI strategy. Specifically, year on year, students tell the course team how beneficial the activities are in terms of experiencing work with different personalities and styles. Students also tell the course team that all participants feel included and valued, and that diversity on the course contributes favourably to student learning. In addition, the modules on a course draw on a wide range of case studies, discussion examples and reading material. In addition, the course team encourage students to introduce more examples, but also inform the course team if different case studies, discussion examples and reading materials would enhance further the positive EDI experience on the course. Importantly, all students are given a voice evidenced for example by discussion boards throughout the semester during which students express themselves. Lecturers are compassionate and students will always find a sympathetic ear with staff when required.

The MA Management online offers a learning experience in which students can access and engage with the modules and learning activities, by using different electronic devices and learning at their own pace. Therefore, students will be empowered by their own learning. Moreover, the modules adopt flexible assessment components to meet students learning preferences and will build an online learning community to foster the online course identity and sense of belonging. The learning materials are accessible. For example, the video recorded sessions will provide transcriptions so that students can read instead of watching videos in case of low Internet connection. Moreover, transcriptions will improve the learning experience of students with hearing difficulties, or when English is not their mother tongue. The module leader will encourage students to use different functions of the Virtual Learning Environment including discussion board, emails, quizzes embedded on videos or in Blackboard. The design of the MA Management follows the three principles of Universal Design for Learning (UDL) engagement, representation and action and expression. This course supports diversity by recognising that there are multiple ways of learning and there are multiple ways of knowing. Therefore the application of UDL in this course reduces or eliminates learning barriers for all learners.

## **Teaching methods**

The MA Management Online version is delivered entirely online, so students are able to study alongside existing career and life commitments. Teaching and assessment uses a variety of engaging methods designed for online learning by the University's instructional designers and learning technologists.

Every module will consist of twelve sessions in which online support is available through weekly live Q&A sessions to

clarify concepts and solve any questions about the modules and course.

Students will access all learning materials through Blackboard, which is our virtual learning environment (VLE) that contains quizzes; video recorded sessions, learning materials; University online library (online books, academic journals, databases); and discussion boards.

The modules in the MA Management online promote experiential and Problem Based Learning (PBL) through which students will be exposed to real case studies and they will undertake research and develop creative solutions. Therefore, the course offers a unique, immersive and interactive experience on which the content is delivered through Blackboard, our virtual learning environment (VLE). Students will have access to the study materials 24/7, including: video recorded sessions with captions; short videos; quizzes; case studies; discussion boards to collaborate with fellow students and answer case study questions; live Q&A sessions; access to textbooks and academic journals when using the University online library and 1:1 support during Lecturer's Academic Support and Guidance hours.

Assessment types vary and include coursework, presentations and reports, critical appraisals of published work, self-directed learning activities and other methods tailored for online learning. Formative learning is emphasised in each module with early feedback to each student. The modules meet the course learning outcomes through the combination of online activity and tutor support that moulds theory with practical problem-solving. To be able to solve these problems successfully, students will be required to cultivate the skill of critical and analytical thinking. The online activities and formative feedback throughout the module play the pivotal role of guiding and coaching students towards meeting the learning outcomes well. Each module descriptor outlines the approach in the module. The course's teaching strategy includes the adoption of an integrated approach that draws on a range of technologies, systems and platforms. Utilising the functionality provided through Blackboard (to include discussion boards, blogs, wikis, conferencing and other Social Media facilities). This approach draws on the work, findings, and recommendations of the University's policies and strategies for Learning and Teaching.

## Assessment methods

The MA Management Online uses a wide range of engaging assessment methods, including simulations, business challenges, investigating briefs, and presentations. The assessment methods require students to propose solutions to real-world case studies both in group discussion and individually. Presentations and essays are also included in the course content. The focus on practical resolution to real-world problems, as well as the encouragement for students to actively develop analytical skills and creativity, make this a very attractive course. The course's assessment strategy implements the course learning outcomes in every module. These criteria reflect the requirements of employers in terms of the knowledge, skills and understanding that students must possess to succeed in today's economic environment. To ensure students will develop the required outcomes, the assessment in each module is designed to meet that module's learning outcomes, as specified in each module proforma. This alignment constitutes the basis for the guided learning and coaching throughout the semester.

The modules are assessed by:

- Formative Assessment (no marks attached to these but essential for students to complete)
  - Including online multiple choice / answer questions on Blackboard and in some video recordings to reinforce the concepts covered in the module. Therefore, the students will be able to identify the concepts that need reinforcement.
  - Discussion boards, on which students will answer questions of case studies or a discussion of a video. The students will collaborate by exchanging opinions and ideas.
- Summative assessment
  - The modules will have a wide range of assessment components including reports, essays, video recorded presentations and dissertation.
  - One section of these assessment components will include a reflection on the experience in the formative assessment.
  - The marking criteria on each module are published in advance and are transparent to students.

Students will be able to see their current provisional grades and feedback on Blackboard.

Graduate Attribute	Evident in Course Outcomes
Critical and creative thinker	1, 2, 3, 4, 5
Literate and effective communicator	3, 4, 7
Entrepreneurial	6, 9
Global in outlook and engaged in communities	2, 6, 7, 8
Socially, ethically and environmentally aware	5, 6, 8

## Course Structure

This section shows the core and option modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year. Additional free text information on the choices may also be included, for example where students must choose one of two modules.. Course structures can be subject to change each academic year following feedback from a variety of sources.

## Modules

### Level 7

All modules are core on this programme

Module Code	Module Title	Status	PT Year (where applicable)	UK credit	ECTS
7BUSS026D	Analysing the Business Environment	Core	Various	20	10
7BUSS003D	Business Research Methods	Core	Various	20	10
7ACCN018D	Financial Analysis for Managers	Core	Various	20	10
7HURM005D	Human Resource Management	Core	Various	20	10
7LEAD029D	Leadership in Effective Organisations	Core	Various	20	10
7MNST011D	Managing Operations and Information in the Digital Age	Core	Various	20	10
7MARK036D	Marketing for the Digital Manager	Core	Various	20	10
7MNST001D	Project	Core	Various	20	10
7BUSS016D	Strategic Management	Core	Various	20	10

## Professional body accreditation or other external references

## Course management

The Course Leadership Team are responsible for the smooth running of the Programmes Courses and work with the Module Teams, Registry Staff and Management to ensure issues are dealt with promptly. The act as the first point of contact for all issues, whether academic or personal to ensure you maximise your potential whilst studying with us.

## Academic regulations

The current Handbook of Academic Regulations is available at [westminster.ac.uk/academic-regulations](http://westminster.ac.uk/academic-regulations).

Course specific regulations apply to some courses.

## Academic Support

You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students. Further information on Blackboard can be found at <https://www.westminster.ac.uk/current-students/studies/your-student-journey/when-you-arrive/blackboard>

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments. Further information on the Academic Learning Development Centre can be found at [westminster.ac.uk/academic-learning-development](https://www.westminster.ac.uk/academic-learning-development).

## Support Services

The University of Westminster Student and Academic Services department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. Further information on the advice available to students can be found at <https://www.westminster.ac.uk/student-advice>

The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University. Further information on UWSU can be found at <https://www.westminster.ac.uk/students-union>

## How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel. University Panels normally include internal peers from the University, academic(s) from another university, a representative from industry and a Student Advisor.

The course is also monitored each year by the College to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the evidence of student surveys, student progression and achievement and reports from external examiners, in order to evaluate the effectiveness of the course and make changes where necessary.

A Course revalidation takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with revalidation panels to provide feedback on their experiences. Student feedback from previous years is also part of the evidence used to assess how the course has been running.

## How do we act on student feedback?

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through student engagement activities at Course/Module level, students have the opportunity to express their voice in the running of their course. Course representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the course representatives.
- There are also School Representatives appointed jointly by the University and the Students' Union who meet with senior School staff to discuss wider issues affecting student experience across the School. Student representatives are also represented on key College and University committees.;
- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.
- Final year Undergraduate students will be asked to complete the National Student Survey which helps to inform the national university league tables.



This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate, if they take full advantage of the learning opportunities that are provided. This specification is supplemented by the Course Handbook, Module proforma and Module Handbooks provided to students. Copyright in this document belongs to the University of Westminster. All rights are reserved. This document is for personal use only and may not be reproduced or used for any other purpose, either in whole or in part, without the prior written consent of the University of Westminster. All copies of this document must incorporate this Copyright Notice – 2022©