



PROGRAMME SPECIFICATION

KEY FACTS

Course name	MSc in Entrepreneurship
Award	MSc
School	Bayes Business School
Department or equivalent	Specialist Masters Programme
Course code	PSENR
Type of study	Full Time
Total UK credits	180
Total ECTS	90

COURSE SUMMARY

The Bayes MSc in Entrepreneurship will provide you with an academically rigorous and professionally relevant education that will serve your career needs throughout your personal and professional development. The overarching aim is to nurture innovative and prosperous new ventures with responsible leaders who appreciate the demands of multiple stakeholders and foster sustainable business solutions.

The course will kick off with New Venture Creation. This is a four-day intensive module where you and your fellow students will come together and share ideas, form teams and build prototypes (15 credits). This is linked to Entrepreneurship Mentoring (10 credits), a module which will allow you to refine and progress on the business ideas identified in New Venture Creation as well as to identify new opportunities. You will be working in small groups supported by Bayes Entrepreneurs Mentors in Residence, seasoned entrepreneurs who will support your professional development throughout the academic year. This module will continue over the following 2 terms and will focus on your professional development.

Term 1 aims to provide you with the fundamentals and develop ideas that are customer-centered and market-relevant. Term 1 includes the following six core modules:

1. New Venture Creation (The entrepreneurship/intrapreneurship journey) (15 Credits)
2. Managing Innovation (10 Credits)

3. Entrepreneurship Mentoring (10 Credits)
4. Marketing Innovations (Build a marketing plan for an innovative product/service) (10 Credits)
5. Accounting for Entrepreneurs (Learn how to use spreadsheets, Planning financial future, etc.) (10 Credits)
6. New Product Development (10 Credits)

Term one is worth 55 credits in total.

Term 2 aims to provide you with the knowledge and understanding to develop a prototype and get your idea off the ground. Term 2 includes the following six core modules with the addition of Entrepreneurship Mentoring (progressing from term 1):

7. Leading Entrepreneurial Teams (Create the definitive network, hire and develop the right programme and culture to support your people) (10 Credits)
8. High Growth Entrepreneurship (Anticipate needs and strategize the right way forward for a new business venture or initiative) (10 credits)
9. 3.Managing Operations for Scaling Up (Tools and methods for the design, production, and delivery of goods and services) (10 Credits)
10. Sales Management: The Art and Science of Sales (Accelerate time to market, build a sales strategy and team) (10 Credits)
11. Purpose-driven Entrepreneurship (Develop a venture concept that solves a personally-meaningful, critical, social and/or environmental problem) (10 Credits)
12. Funding the New Venture (Prepare for raising money for a new business or initiative) (10 Credits)
13. Entrepreneurship Mentoring (10 credits)

Term two is worth 60 credits in total.

Term three focuses on helping you launch your ideas, go to market and refine product offering

14. The Entrepreneurial Advisor: Problem Solving for Early-stage Companies or new initiatives (This is a consulting project where teams of students work closely with a start-up or large organization in order to help them address an issue (e.g. market research, international expansion)) (15 Credits)
15. M&A and Other Exits for Entrepreneurs (This course focuses on theoretical and practical issues of acquiring a business) (10 Credits)
16. You will complete Entrepreneurship Mentoring module (10 credits) and develop your MVP.

You can also either take three electives from or do a Business Research Project/Business Plan (30 credits). You will also have the opportunity to enter the Business Plan Competition which is optional and carries no credits.

Term three is worth 65 credits in total.

Throughout the programme you will be encouraged to develop an attitude towards learning from failure and taking calculated risks. We will cover challenges and risks that entrepreneurs face and ways to recover from failure.

Professional Development

This is an important component of your course since it requires you to practice entrepreneurship. This in return will have two important benefits: an enhanced student experience for you and the accumulation of practical knowledge important to your development. During induction, we will discuss the compulsory activities that you have to participate in and reflect on, throughout the academic year. You will be required to develop a professional development portfolio, which may include: , participation in startup competitions, attendance to all relevant events (and reflections), participation in research projects of faculty in the entrepreneurship group.

Aims

In addition to the aims and objectives of the Bayes Business School, the aim of the MSc in Entrepreneurship is to develop you into an informed, knowledgeable, confident, networking entrepreneur (launching and growing their own venture) or intrapreneur (developing an entrepreneurial initiative within a large organization) who can perform in an international business environment within resource constraints. This aim falls within City, University of London's strategic aims of providing high quality education, making a significant contribution to the success of London as a world city and increasing its international scope and reputation.

Specifically, the MSc in Entrepreneurship course aims to:

1. enable you to acquire solid and up-to-date knowledge, based on both academic theory and hands-on expertise, with a heavy emphasis on the creation and growth of new ventures;
2. equip you with rigorous quantitative and qualitative analytical skills to problem solve and deal with complex issues when creating and growing your new venture;
3. equip you with key “soft” skills, such as persuading people and organizations, creativity, persistence, working in teams, communication skills, leadership and initiative;
4. develop your critical thinking and reflective (able to appraise and evaluate your own strategic plans and decisions) skills;
5. encourage you to become not only an excellent entrepreneur, but also a responsible leader and key driver of the change you desire to see in the world.

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this programme, you will be expected to be able to:

Knowledge and understanding:

- Demonstrate key knowledge by describing, defining and explaining the fundamentals of finance, strategic management, operations, human resource management and marketing relevant to the creation and growth of new business ventures.

- Analyse the changing external context (for example by assessing the potential impact of current developments in technology, fundraising, accelerator entry) critical to the creation and growth of new business ventures.
- Identify and apply various analytical tools relevant to the creation and growth of new business ventures.
- Analyse and synthesise academic research to enable you to make informed and objective decisions in a wide range of situations when creating and growing a new business venture.
- Evaluate and synthesize critical insights into the principles and theories that inform and develop effective approaches to the entrepreneurial process.
- Articulate the intended and potentially unintended societal impacts of entrepreneurial activity (including on producers, suppliers, employees, customers and other stakeholders).
- Debate the limitations of entrepreneurship in creating positive social, economic and environmental value.

Skills:

- Creatively and systematically synthesize, critically analyze and convert theory relating to creating and growing a new business venture into practice.
- Examine and evaluate interesting business ideas in order to construct them into viable business opportunities.
- Plan and carry out independent and original research/project work to assess the potential for a new business venture in a specific area.
- Think critically and creatively: organise thoughts, analyse, synthesise, critically appraise, including the ability to identify assumptions, evaluate statements in terms of evidence, detect false logic, define terms adequately and generalise appropriately.
- Solve problems and make decisions relating to new business ventures using appropriate theories, concepts and techniques. Think critically and work objectively and productively within teams to overcome challenges.
- Operate in a variety of inter-personal and team roles and take leadership roles where appropriate. Communicate your business opportunity effectively and succinctly to a professional audience.
- Develop skills as an independent learner.
- Develop skills in designing, managing and executing a business idea.
- Identify risks of failure and learn to switch plans rather than escalating the failure.
- Select an entrepreneurial path that resonates with your personal values and interests despite current trends. Gain awareness of the mix of motivations driving the professional activities of yourself and those around you
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Values and attitudes:

- Show the ability and willingness to work effectively in a variety of situations.
- Show a genuine and continuing interest in the study and practice of

entrepreneurship, including the development of learning skills that will ensure self confidence, belief and awareness.

- Show assurance, confidence and self awareness in your ability to apply the skills and knowledge learned in the degree.
- Improved self-confidence and increased self-assurance in your own abilities as an entrepreneur
- Gain professional insight into your chosen industry and career
- Gain awareness of new opportunities and directions
- Gain awareness of your transferrable skills and those you need to develop

This course has been developed in accordance with the QAA Subject Benchmark for Business and Management.

HOW WILL I LEARN?

The MSc in Entrepreneurship reflects the pedagogic philosophy of Bayes Business School: advanced, technically challenging education to prepare professionals and leaders to operate at decision-making levels. Learning is delivered and achieved through a range of methods including lectures, case studies, group work presentations, real-world projects, simulations, seminars and hands-on sessions. You will also make extensive use of Moodle, our Virtual Learning Environment (VLE), which will be used to support all teaching and learning on the course.

We emphasise the specific acquisition of sound theoretical foundations of entrepreneurship and develop your ability to apply this knowledge in practical, real-world contexts through the study of current and future marketing theories. Student presentations to lecturers, visitors from the City and TechCity community and other members of the class are used to give invaluable practice in applying and expressing complex subject matter clearly and concisely to an audience. Group work, the preparation of case studies, pitch decks, financial, operational, marketing and strategic plans consolidate the acquired knowledge and build interpersonal and communication skills which are essential for any future career.

The MSc in Entrepreneurship is designed and structured to allow for intellectual progression through core modules taught in terms 1 and 2. Modules taught in term 2 normally build on the knowledge and skills acquired in term 1. Term three allows for further progression by choosing specialist elective modules or a business plan, where students can apply knowledge and skills acquired earlier in the programme.

A minimum of 10 teaching and learning hours (both contact and non-contact) are required for each credit awarded. The precise weighting of different types of learning depends on the modules you take and the breakdown is therefore provided within the appropriate module specifications.

Non-contact hours are for self directed study and account for the **minimum** amount of time you should spend studying independently, including subject research, reading, working in groups and completing assignments and other homework.

Overall teaching and learning hours: approx. 1800 hours
Contact hours: approx. 340 hours

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

This course is assessed by coursework and examinations and applies standard MSc grade related criteria.

Groupwork is the most appropriate way of assessing entrepreneurial knowledge, skills and abilities. Academic studies and industry feedback reinforce the importance of teams and team working in new ventures. Less than 10% of venture capital backed start-ups have one founder – the rest are all founded by teams. The programme aims to help students convert an idea into a viable business opportunity by learning to develop the different sections of a business plan, practice how to pitch to and raise funds from angel investors or venture capitalists. If they want venture backing, it is important to find cofounders. Following assessment criteria, this programme aims to also assess individual contribution in the group in the majority of the modules (e.g. individual presentations, individual class participation and exams).

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade- Related Criteria are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

Feedback on assessment

Feedback will be provided in line with our Assessment and Feedback Policy and will be provided in a variety of ways throughout your course, both formally and informally, in order to support your learning.

You will normally be provided with coursework feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. The timescale for feedback on final projects or dissertations may be longer. Examination grades will be provided once they have been agreed by an Assessment Board.

More details about the feedback you can expect from individual modules and assessments will be provided by your lecturers.

The full policy can be found at:

https://www.city.ac.uk/_data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf

Assessment Regulations

In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. The programme is weighted according to the number of credits awarded for each module. Pass / Fail modules are excluded from this calculation.

The pass mark for each module is 50% and there are no minimum qualifying marks for individual components.

If you fail an assessment component or a module, the following will apply:

1. Re-Sit:

You will normally be offered one re-sit attempt.

If you are successful in the re-sit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a re-sit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the component(s) that you passed at first attempt.

2. Compensation:

Compensation can only be awarded by the Final Assessment Board and must be applied within the following limits and conditions:

Where you fail up to a total of 20 credits (15 for a postgraduate certificate), you may be eligible for compensation if:

- Compensation is permitted for the module involved (see the “What will I Study” section of the programme specification), and
- It can be demonstrated that you have satisfied all the Learning Outcomes of the modules in the Programme, and
- A minimum overall mark of no more than 10% below the module pass mark has been achieved in the module to be compensated, and
- An aggregate mark of 50% has been achieved overall.

If you receive a compensated pass in a module you will be awarded the credit for that module. The original component marks will be retained in the record of marks and your original mark shall be used for the purpose of your award calculation.

If, at the point where you have results for all taught modules:

- You have no more than 20 credits outstanding (15 for a PG Certificate), and
- The grade for this module(s) is 40% or above, and
- Your overall degree average is at least 50%, and
- If the module(s) is eligible for compensation.

Then you will **not** be required to undertake the re-sit for that module, as this will be eligible for compensation.

Please note:

- **If you fail more than 20 credits (excluding project modules), then you must retake all outstanding assessments with no exceptions.**

If you do not meet the pass requirements for a module and do not complete your re-sit by the date specified you will not progress and the Assessment Board will require that you be withdrawn from the programme.

If you fail to meet the requirements for the Programme, the Assessment Board will consider whether you are eligible for an Exit Award as per the table below.

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at:

http://www.city.ac.uk/_data/assets/word_doc/0003/69249/s19.doc

WHAT AWARD CAN I GET?

Master's Degree:

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	180	100%	With Distinction	70
				With Merit	65
				Without	50
				Classification	
<u>Postgraduate Diploma:</u>					
You must achieve 120 credits with a minimum mark of 50%.					
	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	120	100	With Distinction	70
				With Merit	65
				Without	50
				Classification	
<u>Postgraduate Certificate:</u>					
	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	60	100	With Distinction	70
				With Merit	65
				Without	50
				Classification	

WHAT WILL I STUDY?

Throughout your study you will have the opportunity to work both individually and in groups, on a wide variety of subject matter. You will also have the opportunity to attend events to enable you to engage with external stakeholders and begin to build professional networks.

The course will kick off with New Venture Creation. This will be a four-day intensive module where you and your fellow students will be able to meet each other and share ideas, form teams and build prototypes. At the beginning of the course you will also complete a number of induction workshops including:

- Team building
- Career induction and careers fair
- Professional development skills

Term one:

You will complete five core modules covering core material such as New Venture Creation (induction week), Managing Innovation, , Marketing Innovations, Accounting and Finance for Entrepreneurs, New Product Development. You will start Entrepreneurship Mentoring. You will select and meet your entrepreneurship mentors with whom you will work throughout the programme. Term one is worth 55 credits in total.

Term two:

You will also complete six core modules in term two covering areas such as Leading Entrepreneurial Teams, High Growth Entrepreneurship, Managing Operations for Scaling Up, Sales Management, Entrepreneurship and Society and Funding the New Venture. You will also have the Entrepreneurship mentoring module which will continue and complete in term 3. Term two is worth 60 credits in total.

Term three:

In term three you will complete two core modules on The Entrepreneurial Advisor and M&A and Other Exits for Entrepreneurs, alongside established electives (some of which are listed in the table below) or your Business Research Project/Business Plan. In this term you will also complete the Entrepreneurship Mentoring module which you started in term 1. Term three is worth 65 credits in total.

Throughout your studies you will undertake a number of professional and career development workshops. You will also have the opportunity to enter the Business Plan Competition which is optional and carries no credits.

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
New Venture Creation	SMM334	15	C	Y	7
Managing Innovation	SMM378	10	C	Y	7
Entrepreneurship Mentoring	SMM394	10	C	Y	7
Marketing innovations	SMM336	10	C	Y	7
Accounting for	SMM335	10	C	Y	7

Entrepreneurs					
New Product Development	SMM339	10	C	Y	7
Leading entrepreneurial teams	SMM337	10	C	Y	7
High Growth Entrepreneurship	SMM887	10	C	Y	7
Managing operations for scaling up	SMM375	10	C	Y	7
Sales Management	SMM350	10	C	Y	7
Funding the New Venture	SMM349	10	C	Y	7
The Entrepreneurial Advisor: Problem Solving for Early-stage Companies or new initiatives	SMM376	15	C	Y	7
M&A and Other Exits for Entrepreneurs	SMM377	10	C	Y	7
Business Research project/Business Plan	SMM319	30	E	N	7
Ethics, Society and the Financial Sector	SMM500	10	E	Y	7
Political Risk Management	SMM343	10	E	Y	7
Retail Supply Chain Management	SMM956	10	E	Y	7
Strategy Consulting Skills	SMM279	10	E	Y	7
Driving Supply Chain Innovation Through Technology	SMM287	10	E	Y	7
Storytelling for Business	SMM143	10	E	Y	7
Strategic Innovation in Hyper Competition	SMM278	10	E	Y	7
Procurement	SMM543	10	E	Y	7

During term three you will be able to choose from a range of electives to personalise your experience.

This list of electives is an indication of the range of modules that can be on offer and is subject to change due to circumstances such as: enhancing or updating the quality and content of educational provision; responding to student feedback; academic staffing changes; the number of students in each programme; a lack of student demand for certain modules; or factors beyond the institution's reasonable control, such as meeting the latest requirements of a commissioning or accrediting body. For these reasons, not

all the electives listed will be offered every year. New (additional or replacement) modules may also be added for these reasons.

There may also be pre-requisites for joining a module, and space and timetable availability restrictions may also apply.

The list of electives offered in a given year will be confirmed by February 1st.

TO WHAT KIND OF CAREER MIGHT I GO ON?

We envision that our MSc in Entrepreneurship students will either start their own ventures or pursue careers in start-ups or corporate organizations.

Typical industries: Start-up, IT/Internet, Banking/Finance, Consulting/Professional services, Engineering/Manufacturing, Consumer/Retail

Typical job profiles: Founder/CEO, Product Manager, Brand Manager, Business Development/Sales Manager, Project Management

Strategy Consulting

Notable employers: Launch their own venture, Work for other notable start-ups, Google, Amazon.com, E&Y, KPMG

If you would like more information on the Careers support available at Bayes, please go to: <https://www.cass.city.ac.uk/intranet/student/cass-careers>

WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?

A number of international electives are on offer across the MSc Programme and in the past have included modules run in Dubai, Madrid and Singapore. Further information will be made available as part of the elective decision process.

HOW DO I ENTER THE COURSE?

To be accepted on to a Bayes MSc degree you will need a good Bachelors degree. This usually means a high UK 2.1 or above, or the equivalent from an overseas institution. Some level of previous study in the specific subject area may be required.

Applicants will need to submit two references, one of which must be an academic reference, if the candidate does not have previous work experience. Previous work experience is not a requirement of our full time MSc courses.

We require all students who have not previously studied in English to take an IELTS exam. The IELTS requirement is 7.0 with a minimum of 6.5 in writing.

In addition, they will have to provide a pitch deck (as a PowerPoint presentation) explaining their business venture or initiative they aim to launch, and complete an online video Question and Answer session to be uploaded with their application.

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For use from: 2023/24