



## PROGRAMME SPECIFICATION

### KEY FACTS

<b>Programme name</b>	<b>Management</b>
Award	MSc
School	Bayes Business School
Department or equivalent	Specialist Masters Programme
Programme code	PSMGMT
Type of study	Full time
Total UK credits	180
Total ECTS	90
Partner (partnership programmes only)	Sogang
Partnership Type	Articulation

### PROGRAMME SUMMARY

The Bayes MSc in Management will provide you with an academically rigorous and professionally relevant education that will serve your career needs throughout your personal and professional development. The degree combines essential management knowledge with outstanding practical skills to prepare you for the challenging business world. You will be exposed to globally relevant content which is integrated throughout all three terms of the curriculum, as well as opportunities to develop your skills as leaders and team players, demonstrating strong personal skills and sound technical knowledge. Our commitment to giving students a strong global perspective culminates in term three where you will have the opportunity to take one of our portfolios of international electives hosted in different countries.

**Term 1** consists of four core modules relevant to the discipline of management. This encompasses a wide range of fundamental knowledge and key skill areas.

**Term 2** offers two core modules and also a choice of two modules from a list of five options which allows for a more individualised course of study. You will have the opportunity to deepen your knowledge in, strategic or operational management, finance, entrepreneurship and digital and organisational leadership topics.

During term 2 you will also participate in a special 3 day study tour. The aims of this trip

are to provide an educational adventure aligned with your studies in one of the European cities as well as to network with your peers outside the classroom. It is extremely important to us that every MSc Management student should experience the world beyond the classroom as an essential part of learning and personal development, whatever their cultural and background.

**Term 3** consists of a Business Research Project (BRP) and either two or three specialist electives (depending on which exit route you take) which increases the opportunity for you to tailor your learning to your career goals. You will have the opportunity to choose from a variety of modules specially designed to allow you to have a direct practical experience of specialist subjects, including many international electives. Most elective courses expand on what was taught in the required curriculum vs informing on unique concepts or skills in a wide area of management and business. Very often elective courses cover emerging content in response to fast changing practice and environments.

The choice of electives will enable you to apply the conceptual tools acquired through the first two terms while deepening the knowledge of specific and diverse management topics. You will be able to customize your own areas of study and choose from a broad range of modules from across the MSc portfolio, a number of which are offered in international locations. Bayes Business School partners with schools and institutions around the world to provide in-depth, well-rounded international experiences.

Through all three terms, you will be able to enroll in modules that are specialized in digital aspects of management, making up a "digital pathway" that signals interest in managerial aspects of digital technology.

### Aims

The Bayes MSc in Management is committed to creating not only excellent managers but also responsible and ethical leaders and this ethos pervades the course as a whole. The degree is aimed at equipping you with rigorous analytical skills to deal with complex business and management issues and to instil the importance of developing so-called "soft" skills to influence people and organizations. Furthermore, a key goal of the degree is to provide you with state of the art analytical and conceptual tools to analyse complex strategic management issues within a global context. Moreover, many modules have ethics-related segments which are built into classes focusing on different aspects of challenging management and leadership issues and dilemmas.

## **WHAT WILL I BE EXPECTED TO ACHIEVE?**

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

### Knowledge and understanding:

- Know and apply the history and development of modern management methods and theory to current issues, establishing a firm knowledge foundation upon which to build your career in any area of management.
- Describe and appraise the nature, importance and applicability of academic research

sufficient to enable you to make informed and objective decisions in a wide range of situations.

**Skills:**

- Apply knowledge and understanding to complex issues, both systemically and creatively, so that theory is converted into practice from a critical and informed perspective, thereby enhancing organisational effectiveness and competitiveness.
- Communicate effectively using the full range of media (including listening and presenting), working both individually and in groups / teams.
- Identify and evaluate issues of value to management practice and organisational effectiveness, thinking critically and working both objectively and creatively.
- Apply problem solving and decision making techniques, including establishing criteria, identifying, formulating and solving business problems, identifying and evaluating options and implementing and judging the effectiveness of solutions.
- Conduct research that builds on and/or creates new knowledge. This will involve collecting, scanning, organising and analysing data to produce reliable conclusions, and then disseminating knowledge.

**Values and attitudes:**

- Demonstrate an ethical approach to working in a variety of situations.
- Demonstrate a genuine and continuing interest in the study and practice of management, including the development of learning skills that will ensure self confidence, belief and awareness.
- Demonstrate assurance, confidence and self awareness in your ability to apply the skills and knowledge learned in the degree.
- Advise management on a wide variety of issues and ethical dilemmas impacting their organisations.
- Articulate an awareness of the “bigger picture” global context when advising on / making strategic decisions.

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

**HOW WILL I LEARN?**

The MSc in Management reflects the pedagogic philosophy of Bayes Business School: to deliver an advanced, technically challenging education, preparing business professionals and leaders to operate at decision-making levels. Teaching and learning are delivered and achieved through a range of methods including lectures, case studies, group work presentations, seminars, consultancy projects for organisations and study modules in international locations as well as international field trips. You will also make extensive use of Moodle our Virtual Learning Environment (VLE) which is used to

support all teaching and learning on the course.

As a future leader and team player our modules via their coursework assignments help you to develop such abilities as: demonstrating reliability, communicating constructively, listening actively, functioning as an active participant, sharing openly and willingly, cooperating, exhibiting flexibility, showing commitment to the team, working as a problem-solver and treating others in a respectful and supportive manner.

We emphasise the specific acquisition of a sound theoretical foundation based on a review of the history of management and develop your ability to apply this knowledge in practical, real-world contexts through the study of current and future management theories. Student presentations - delivered to lecturers, visitors from the City, business clients and other members of the class are used to give invaluable practice in using, applying and expressing complex subject matter clearly and concisely to a business audience. Group work, on the preparation of case studies and a business plan, consolidates the acquired knowledge and also builds interpersonal and communication skills which are essential for any future career. You will complete your course with the capstone Business Research Project, enabling you to demonstrate the results of your learning; any reasonable proposal is acceptable providing that it is agreed with the project supervisor and the course director.

The MSc in Management is designed and structured to allow for intellectual progression through the core and option 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 and a dissertation/project, where you can apply knowledge and skills acquired earlier in the programme.

The Bayes MSc in Management is worth 180 credits at HE Level 7. One credit is worth 10 teaching and learning hours. Therefore the overall teaching and learning hours required for successful completion of the programme is approximately 1800 hours. This is made up of contact time (e.g. time spent in class) and non-contact time outside of class.

Non-contact hours are for self-directed, independent study and account for the **minimum** amount of time you should spend studying independently. For example, carrying out subject research, practising and reflecting on techniques learned in class, reading widely around the subject to develop a deeper understanding, carrying out activities using the VLE, attending induction and career development workshops, working in groups to complete assignments and presentations, and completing individual assignments and other homework.

**Overall teaching and learning hours: approx. 1800 hours**

**Contact hours: approx. 306 hours**

(The number of hours per module is available in the module specification which is published in your course handbook.)

## **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.

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 to 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 course and 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](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](http://www.city.ac.uk/_data/assets/word_doc/0003/69249/s19.doc)

**WHAT AWARD CAN I GET?**

Master's Degree:

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>
Taught	7	180	100

<b>Class</b>	<b>% required</b>
--------------	-------------------

With Distinction	70
With Merit	65
Without Classification	50

Postgraduate Diploma:

You must achieve 120 credits with a minimum mark of 50%.

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>
Taught	7	120	100

<b>Class</b>	<b>% required</b>
--------------	-------------------

With Distinction	70
With Merit	65
Without Classification	50

Postgraduate Certificate:

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>
Taught	7	60	100

<b>Class</b>	<b>% required</b>
--------------	-------------------

With Distinction	70
------------------	----

	With Merit	65
	Without	50
	Classification	

## WHAT WILL I STUDY?

At the beginning of the programme you will complete a number of induction workshops to help prepare you for the modules, these include:

- Team building
- Career induction and careers fair
- Excel induction

The programme then runs over three terms and in each term you will gain 60 credits toward your MSc (please refer to the table below). In terms 1 and 2 you will undertake modules worth 15 credits each. Specifically, in term 1 you will complete four core modules for a total of 60 credits. In term 2 you will complete two core modules plus two options (from a choice of five) for a total of a further 60 credits.

*Please note that term two options (so called compulsory electives, denoted 'C/E' in table) differ from the electives open to you in term three. These modules contain content which is core to your learning – within the subject areas you choose – in order to enable you to build on them in during the remainder of your course.*

In term 3, you have two options to complete the MSc:

### Option one

You will undertake a Business Research Project\* worth 30 credits, and then choose three 10 credit electives from a wide portfolio of electives from the Specialist Masters Programme.

### Option two

You can apply to undertake a 30 day international experience comprising the completion of a more elaborate 40-credit Business Research Project alongside two specialist electives.

Throughout your studies you will also undertake a number of professional and career development workshops and be required to submit a career development essay. These are key for ensuring success both academically and professionally.

*\* You will also have the opportunity to apply to complete a Business Research Project in Corporate Responsibility in place of the standard 30 credit project module.*

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
--------------	-----------	----------------	----------------	---------------------	-------



TERM 1					
Accounting and Finance	SMM324	15	C	Y	7
Managing ESG	SMM916	15	C	Y	7
Principles of Marketing and Strategy	SMM326	15	C	Y	7
Quantitative Methods for Business	SMM939	15	C	Y	7
TERM 2					
Business & Managerial Economics	SMM327	15	C	Y	7
Research Methods for Business	SMM328	15	C	Y	7
Supply Chain Management	SMM329	15	C/E	Y	7
Leading Organisations in the Digital Age	SMM330	15	C/E	Y	7
(Advanced) Strategy Analysis	SMM331	15	C/E	Y	7
International Finance	SMM332	15	C/E	Y	7
Entrepreneurship	SMM333	15	C/E	Y	7
TERM 3					
Business Research Project	SMM885	30	E	N	7
Consulting Project	SMM479	10	E	Y	7
Practicing Management in the Digital Age	SMM483	10	E	Y	7
Global Strategy	SMM883	10	E	Y	7
Business Research Project in Corporate Responsibility ( <i>in place of SMM885 – by approval only</i> )	SMM896	30	E	N	7
Global Real Estate Markets	SMM545	10	E	Y	7
Project Finance and Infrastructure Investment	SMM953	10	E	Y	7
Family Business	SMM400	10	E	Y	7
Driving Supply Chain Innovation through Technology	SMM287	10	E	Y	7
New Market Creation	SMM317	10	E	Y	7
Country & Geopolitical Risk Management	SMM343	10	E	Y	7
Retail Supply Chain Management	SMM956	10	E	Y	7

Strategy Consulting Skills	SMM279	10	E	Y	7
Storytelling for Business	SMM143	10	E	Y	7
Business Research Project	SMM527	40	E	N	7
Organisational Behaviour & HRM	SMM769	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 1<sup>st</sup>.

### **TO WHAT KIND OF CAREER MIGHT I GO ON?**

Graduates from the MSc in Management move into a diverse range of careers: consulting, marketing, advertising, luxury goods, wealth management, working for a family business or even setting up their own business. Examples from a previous cohort include:

Deloitte - Enterprise Risk Services, Consultant - UK

Accenture - Management Consulting, Business Analyst - UK

Nestle - Marketing, Trainee - Germany

HSBC - Private Banking, International Manager - UAE

Google - Online Advertising, Advertising Operations Associate – Ireland

<http://www.cass.city.ac.uk/more-about-cass/careers-services> - Careers Service

<http://www.cass.city.ac.uk/more-about-cass/alumni-services> - Alumni Service

**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 PROGRAMME?**

To be accepted on to a Bayes MSc degree you will need a good Bachelors degree. This usually means a classification of 2.1 or above (in the UK), 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 at in English to take an IELTS exam. The IELTS requirement is 7.0 with a minimum of 6.5 in writing.

**GMAT**

The GMAT is highly recommended for students wishing to apply for this course.

Version: 12.0

Version date: February 2023

For use from: 2023/24