



MSc Business Transformation Programme Handbook



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Version 3

Introduction to the Programme

Welcome to the MSc Business Transformation programme. This handbook provides you with information about the structure of your programme.

The programme is made up of the modules listed in the table below. An outline of the content of each of the modules and the assessment methods used can be found in the Module Definition Form section of iLearn.

MSc Digital Business Transformation Modules

Module Title	Credits	Module Type (Core/Option)
Contemporary Business Environment	20	Core
Managing Customer and User Experience	20	Core
Introduction to Supply Chain Management	20	Core
Analysing Big Data	20	Core
Agile Methodologies in the Business Environment	20	Core
Managing Cloud Based Business Solutions	20	Option
Designing Global Network Distribution and Fulfillment Systems	20	Option
Business Transformation Project	60	Core

Please note that modules may not be delivered in this order; please refer to your course timetable.

Student Loans Company Funded Students

If you have been granted a postgraduate loan from the Student Loans Company, you must progress at an appropriate pace to complete within two years. Arden University is required to make annual reports to the Student Loans Company regarding your progress. If you fall behind, or if you decide you would prefer to study at a slower pace, you may transfer to the Flexible Distance Learning route (see below). However, if you transfer to the more flexible route, you will not be eligible for any continued loan payments from the Student Loans Company.

Flexible Distance Learning Students

If you have chosen the flexible distance learning route and have not received a postgraduate loan from the Student Loans Company, you have the flexibility to plan your own pace of study. Postgraduate degrees usually take around two to three years to complete depending on how many modules you study each year. In order to achieve this, it is recommended that you aim to complete at least 60 credits each year, equivalent to three 20-credit modules. You will have a maximum of five years to complete the programme (from the date you first started).

Full Time Distance Learning Students

If you are a full-time distance learning student, you will study at a prescribed pace to ensure that you complete on time. You will study two modules per quarter and will be working on your dissertation at the same time, with the final quarter to complete the dissertation, allowing you to complete the whole degree in 12 months.

Arden University Assessment Regulations

Students will be assessed in accordance with the standard Arden University assessment regulations which can be found on the Arden University website <http://arden.ac.uk/>

PSRB: CMI

This course is accredited by the Chartered Management Institute (CMI). The Institute aims to boost career development across the management sector and connect you with like-minded professionals across diverse sectors.

As the CMI possesses a Royal Charter, they are the only organisation in the UK that can award Chartered Manager status to their members – the gold standard in management. They are also active in business policy making across the globe and ensure that their more than 140,000 members are represented in policy decision making.

As an Arden student, you'll have free CMI Membership throughout your studies, giving you access to a range of additional resources including a mentoring service and invitations to networking events both online and offline.

Upon completion of your course, you will be eligible to gain a CMI qualification, which is offered at 3 different levels: an Award, Certificate or a Diploma. The final award you receive upon completion of your degree will depend on your level and length of study, whether you entered your course with Recognition for Prior Learning (RPL) or if you accept any compensation on your modules.



PROGRAMME SPECIFICATION – MSc Business Transformation

1. Programme Code	
2. Programme Title	MSc Business Transformation
3. Target Award Title	1. MSc Business Transformation 2. Post Graduate Diploma (Business Transformation) 3. Postgraduate Certificate (Business Transformation) 4. Module Certificate (see below)
4. Exit Award Title(s)	Post Graduate Diploma (Business Transformation) Postgraduate Certificate in Business
5. Subject area	Business
6. Faculty	Business
7. School	School of Leadership & Management
8. Programme Team Leader(s)	Keith Wong
9. Programme Type	Specialist
10. Delivery Model	DL F/T X BL F/T X Apprenticeship
	DL P/T X BL P/T X Other: X
Where delivery model is identified as 'Other' please provide details	Students can study individual modules for a university certificate.
11. Location of delivery	All UK centres, DL
12. Proposed Start date	30/10/2021
13. Reference points	This programme is in line with the QAA Master's Subject Benchmark Statement: Business and Management released in March (2023) (Category 3 degrees), FHEQ L7, the QAA Quality Code (2023) and the standards set by the PSRBs.
14. Professional, Statutory & Regulatory Bodies (PSRB)	Chartered Management Institute mapping to Level 7 Diploma in Strategic Management and Leadership Practice QN:603/4833/1 603/4843/3 603/4837/9

15. Programme aims

Assess the need for organisations to realign their strategies to meet the needs of the contemporary business environment.

Examine change management theory and practice in in business disrupted world.

Develop business analytical skills and formulate strategies for business transformations.

Assess the importance of Big Data analysis.

Evaluate relevant technologies that support business transformations.

Develop plans to enhance organisational, effectiveness and customer experiences.

16. Programme Entry Requirements

Standard entry: A first degree or equivalent at 2:2 level in any recognised discipline.

Candidates who lack formal qualifications but possess significant relevant experience will also be considered.

Programme entry is also subject to Arden University's standard policies on APEL and ACL.

17. Graduate Attributes

The concept of the Arden University Graduate based upon the definition of "graduate attribute" by Bowden et al (2000).

GA1. Digitally literate to show confident and critical use of information and digital technologies across a range of professional, personal, and academic contexts. (This may include but is not limited to computer literacy, digital information, digital media, digital communication, and collaboration competencies).

GA2. Contextually innovative through applying skills of critical, creative, and evidenced based analysis and/or personal reflection to current real-world situations and future challenges.

GA3. Socially intelligent and proactively inclusive, able to effectively navigate complex (working) relationships with others from any background or culture using teamwork, communication, and leadership skills.

GA4. Professionally knowledgeable in their subject area, with in-depth comprehension, awareness, independent research skills, and other skills associated with their subject area and discipline(s).

18. Learning, teaching and assessment methods and strategies

The programme uses an eclectic mix of teaching methods and assessment strategies. Teaching strategies and assessments methods are based around blended and online interventions.

Learning and Teaching

In line with Arden University's "digital first" teaching focus, interventions are enriched and enhanced by the deployment of a range of digital assets including: groupware, discussion fora, social media channels, collaborative tools, videography, webinars and e-presentation software. Teaching is designed to engage and inspire students via a range of innovative activities and retains a "real world" focus via the use of contemporary case studies, industry data sets and engagement with relevant proprietary software related to transformations such as data analytics, customer relationship management and cloud technology. Teaching is student led; learners are expected to take ownership of their own learning journeys, reflect upon the teaching interventions and case materials and act on tutor feedback as they develop an understanding of digital transformation concepts.

Teaching activities require students to work collaboratively, exchange peer to peer feedback and reflect upon their own work experiences as they navigate module materials and assessments.

The programme also involves engagement with relevant business software; students are expected to evaluate the contribution of such applications, develop skills in software applications and reflect upon their contribution to business transformations.

Students are required to engage in group working and projects as they navigate module materials, exchange peer to peer feedback and reflect upon study materials, case studies, data sets and formative feedback to broaden their understanding of business transformation.

Assessment

The assessment strategy centres on a strong alignment with real world business transformation issues and embraces a range of group and individual based assessment types including: reflective analyses, transformation plans, stakeholder engagement plans, business analyses, work products, software appraisals and digital transformation strategies. Students are expected to apply knowledge and theory explored in the modules and produce assessments that simultaneously focus on real business situations and demonstrate the high levels of critical and diagnostic thinking required to meet the standards of a Level 7 business qualification.

The programme culminates in the submission of the independent study assessment (Business Transformation Project) that builds upon content examined in the other modules and requires students to develop a transformation plan.

Level	Scheduled	Independent	Assessment
7	30%	40%	30%

18. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
18a. Knowledge and understanding	The means by which these outcomes are achieved	The means by which these outcomes are assessed
<p>A1 Examine the change management body of theory relevant to digital disruption.</p> <p>A2 Evaluate relevant academic theory related to business transformation.</p> <p>A3 Examine the ethical, legal and regulatory theories associated with business transformation.</p> <p>A4 Assess the contribution of technology in business transformation.</p>	<p>Examination of relevant theory via independent study, reflections, case analysis, peer to peer discussions in fora and other groupware. As well as study material and activities provided via the VLE, students are expected to engage in additional, independent study and demonstrate a sound level of academic and professional curiosity in their studying. (A1, A2, A3, A4)</p> <p>Examination of legislation and ethical principles via independent study, case analysis and online exercises. Students are expected to reflect on the ethics of strategic change decisions in the business environment as they navigate the programme. (A1, A2, A3)</p> <p>Software engagement and exercises, reflections and analyses. (A3, A4)</p>	<p>Formative activities such as: online and class based individual and collaborative exercises, group exercises and peer to peer assessments/feedback. (A1, A2, A4)</p> <p>Summative assessments. (A1, A2, A3, A4)</p> <p>Reflective accounts. (A2, A3)</p>
18b. Intellectual (thinking) skills	The means by which these outcomes are achieved	The means by which these outcomes are assessed
<p>B1 Analyse and synthesise data and information from a broad range of sources.</p> <p>B2 Develop diagnostic thinking skills.</p> <p>B3 Evaluate ethical, legal and regulatory issues when assessing organisation's readiness to change.</p>	<p>Analysis of data sets and case studies by independent study, reflections and online and class based individual and group exercises. (B1, B2, B3)</p> <p>Software application, appraisals and engagement. (B2)</p> <p>Peer to peer discussions learning via discussions using groupware or class-based learning. (B3)</p>	<p>Formative assessments such as: online and face to face collaborative exercises and case study analyses. (B1, B2, B3)</p> <p>Summative assessments. (B1, B2, B3)</p> <p>Negotiated formative and summative assessments. (B1, B2, B3)</p> <p>Reflective accounts. (B2)</p>
18c. Practical skills	The means by which these outcomes are achieved	The means by which these outcomes are assessed

<p>C1 Implement and evaluate business transformation strategies.</p> <p>C2 Assess internal and external environments to inform transformation strategies.</p> <p>C3 Develop leadership skills relevant to the implementation of transformation strategies.</p>	<p>Students are expected to reflect upon their knowledge and understanding gathered as defined in A above. Part of this reflection should entail consideration of the transferability of theory into applied real world applications. students are encouraged to apply critical and evaluative thinking in this process and are assisted by the specific use of targeted teaching interventions including:</p> <p>Group exercises: online and class based. (C1)</p> <p>Peer to peer discussions using appropriate discussion fora groupware. (C1, C2)</p> <p>Online and class based individual exercises. (C2, C3)</p> <p>Case analyses. (C1, C3)</p> <p>Production of work products. (C2)</p>	<p>Formative assessments such as: online and collaborative exercises, negotiated assignments and case study analyses. (C1, C2, C3)</p> <p>Feedback on group discussions and exercises. (C1, C3)</p> <p>Peer feedback on workplace products. (C2)</p>
<p>18d. Graduate Attributes</p>	<p>The means by which these outcomes are achieved and Demonstrated</p>	<p>The means by which these outcomes are assessed</p>
<p>D1 Discipline Expertise Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change.</p> <p>D2 Effective Communication Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.</p>	<p>Students are expected to gather knowledge and build disciplinary expertise via working through the learning materials provided on the VLE and engaging in further independent study. Students are encouraged to demonstrate academic curiosity and identify additional sources to study. Disciplinary expertise is also enhanced by: reflecting on software applications and evaluation; peer to peer activities and feedback.</p> <p>Effective communication is at the heart of transforming organisations. Students are expected to develop their communication skills using a range of media relevant to the contemporary business environment. Key to this will be engagement with peers, acting upon and giving peer feedback, engaging with</p>	<p>Individual and collaborative activities and exercises. In the MDBT, particular emphasis will be placed on leadership issues related to strategic transformations in the business environment.</p> <p>Software exercises and feedback.</p> <p>Peer to peer feedback.</p> <p>Software exercises and feedbacks.</p> <p>Summative assessments.</p>

<p>D3 Responsible Global Citizenship Understand global issues and their place in a globalised economy, ethical decision-making and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture.</p> <p>D4 Professional Skills Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional environment.</p> <p>D5 Reflective Practitioner Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions.</p> <p>D6 Lifelong Learning</p>	<p>tutors and applying theory and knowledge in their own work contexts (if applicable). The programme assists this process via: case study analyses; reports and analyses; production of work products including presentations; collaborative working.</p> <p>Students are invited to consider the broader ethical and sustainability issues surrounding decision-making in the business environment. They are encouraged to accomplish this by reflecting upon study materials, peer exchanges, tutor feedback and application to their work environments. They are further assisted in this journey via: presentations using multimedia applications; research methods training (Business Transformation Project); Industry guest speakers.</p> <p>Students are given the opportunity to develop professional skills via completion of online group-based activities that will develop team working and leadership skills. They are also required to reflect upon their management and leadership styles and approaches and show self-awareness and judgement when embarking upon transformation projects.</p> <p>Students are expected to reflect upon exercises and tasks completed in the modules and identify and explore relevant “takeaways” that might be incorporated into their own practice and professional development if applicable. They are then expected to demonstrate innovative thinking and evidence this in individual and group-based activities focusing upon: work product designs, theory reconstructions, reflective analyses and case study analyses.</p> <p>Students are invited to reflect upon all their learning experiences and use these to steer and inform their own personal development</p>	<p>Group exercises.</p> <p>Exploration and reflection on ethical issues (Business Transformation Project).</p> <p>Reflective pieces.</p> <p>Reflective pieces.</p> <p>Group activities and exercises.</p> <p>Reflective pieces.</p> <p>Summative assessments.</p> <p>Reflective activities.</p>
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Manage employability, utilizing the skills of personal development and planning in different contexts to contribute to society and the workplace.

plans and objectives.

19. Summary of Programme Structure and Intended Programme Learning Outcomes and Modules (No prerequisites)

Programme Learning Outcomes		Owned by programme	Module order	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	D4	D5	D6	
Level 7	Core																			
	Contemporary Business Environment (20)		1	X	X				X	X								X		
	Managing Customer and User Experience (20)		3		X			X		X	X			X						
	Introduction to Supply Chain Management (20)		2			X	X	X	X							X				
	Analysing Big Data (20)	Y	4		X		X	X				X			X					
	Agile Methodologies in the Business Environment (20)		5		X				X		X		X				X			
	Business Transformation Project (60)		All	X	X	X			X		X			X		X			X	
	Electives (one from)																			
	Managing Cloud Based Business Solutions (20)	Y	6		X		X		X		X								X	
	Designing Global Network Distribution and Fulfillment Systems (20)		6			X		X			X		X					X		

Master's (MA/MSc/MBA)

To be awarded the Masters, students must complete a total of 180 credits at Level 7 including 60 credits from the final project/dissertation.

To achieve MSc following are to be completed:

- All the core modules and one of the elective modules.

PG Cert

To be awarded the Postgraduate Certificate in Business students must successfully complete 60 credits at Level 7 (*specify modules*).

- Any combination of core modules except for Business Transformation Project (60).

PG Diploma

To be awarded the Post Graduate Diploma (Business Transformation) students must successfully complete the PG Certificate plus one of the elective modules.