

## QUALITY ASSURANCE DOCUMENT QA3 – PROGRAMME SPECIFICATION



1. Programme Code	TBC					
2. Programme Title	MSc International Business Management					
3. Target Award Title	MSc International Business Management					
4. Exit Award Title(s)	PG Cert International Business Management PG Dip International Business Management					
5. Subject area	International Business Management					
6. School	Leadership and Management					
7. Programme Team Leader(s)	Tobias Stahler					
8. Programme Type	Type 1 Generalist master's (career entry or pre-experience)					
9. Delivery Model	DL F/T	x	BL F/T	x	Apprenticeship	
	DL P/T	x	BL P/T	x	Other	x
Where delivery model identified as 'Other' please provide details	20 credit standalone					
10. Location of delivery	DL/BL					
11. Proposed Start date	May 2025					
12. Reference points	QAA benchmarks for Masters' Degrees (N100) in Business and Management (2023): Type 1 programme Masters' Degrees General Characteristics (Sept 2023) QAA Quality Code: FHEQ (2023)					
13. Professional, Statutory & Regulatory Bodies (PSRB)	Pending CMI accreditation					

### 14. Programme aims

The aim of the Arden University MSc International Business Management is to provide a distinctive, inter-disciplinary and integrative educational programme for individuals seeking to develop their leadership skills and strategic vision upon a consolidation of their managerial experience. The programme is designed to expose its participants to current thinking and practices across a wide range of management disciplines, delivered using a cross-cutting approach under the context of competing in **an increasingly globalised and digitised business environment**. A higher level of criticality is expected across the master's programmes, and this will allow students to consider more deeply the various functions of Management.

Online teaching materials are derived from established academic research to develop critical powers of analysis, reflection and the further development of interpersonal skills in preparation for key positions in industry, commerce and the public sector.

Programme participants will build on their existing understanding of management and

organisations within a framework that enables them to relate their experience to contemporary ideas and practice within a global context. This is achieved through critical thinking, creativity, and personal development.

In particular, the programme is aimed to provide participants with:

- A critical and detailed understanding on how business leaders **create value for an enterprise's shareholders and stakeholders** through **innovative and ethical management practices**.
- A critical understanding of the challenges and opportunities confronted by businesses and organisations in an increasingly **globalised and digitised market and environment**.
- The opportunity to create and **take ownership of a detailed piece of research** relating to a general management issue under a global context.
- An ability to **evaluate and apply relevant management theories** to solve complex business problems and issues, both systematically and creatively, **to enhance organisational performance**.
- An ability to **reflect upon work experience and work collaboratively with peers** to develop and evaluate strategies for success in the globalised, digital business environment.
- A stimulating academic environment, which is based upon the values of **academic openness and critical appraisal**.

### 15. Programme Entry Requirements

*Please adapt standard/typical entry requirements as necessary.*

#### Standard entry criteria

To be eligible, you should usually have:

A UK Honours Degree at a minimum of second class (2.2) or equivalent, or degree apprenticeship ideally in a business-related field, although other degree subjects may be considered eligible.

If you do not meet the above entry criteria, we may consider applicants demonstrating substantial work experience in a relevant field (minimum 5 years) on a case-by-case basis. (See also non-standard entry criteria)

#### For holders of professional qualifications:

You are also invited to apply if you hold any of the following professional qualifications: Chartered Management Institute; Institute of Leadership and Management and Chartered Institute of Marketing. Other relevant professional body memberships may also be considered on a case-by-case basis.

#### Non-standard entry criteria

We welcome applications from applicants who can demonstrate appropriate work experience. In such cases, at least 5 years of work experience is required for consideration, ideally within a business-related discipline (not limited to business, accounting and finance). Membership in a professional body is also desirable, but not essential.

### English language requirements

For students whose first language is not English, IELTS 6.5 (no less than 6.0 in any element) or TOEFL iBT 80 or a recognised equivalent qualification is required.

## 16. Learning, teaching and assessment methods and strategies

### Learning and Teaching

In line with Arden University's "**digital first**" teaching focus, acquisition of programme outcomes is via engagement with the online module learning materials. Delivered via Arden University's iLearn platform (a Moodle-based system), the learning material comprises purpose-written self-contained lessons with frequent activities and feedback to generate learning and reinforce the knowledge acquisition through frequent application of learning to specific examples. As part of the flipped classroom approach to teaching students will also have eight hours in class contact time for those who choose the blended learning option.

Embedded within the text are links to further reading and appropriate websites. Feedback within the learning material is provided to allow programme participants to check their understanding with that of the lecturer. Additionally, group learning activities in-class and online direct programme participants to the lecturer-facilitated discussion forums where they engage in discussion with their peers and receive formative feedback from the lecturer.

Each of the 20 credit modules provide programme participants with an understanding of key theoretical and practical management issues, debates, and academic informed literatures.

Teaching/learning methods adopted are transferrable across modules and are similar across modules and include in-class/online class discussions, exercises/case studies and group discussions.

### Assessment

For each subject being taught a programme of structured learning activities using both **formative and summative assessment** is applied. The emphasis is on action learning through the mediation of the module leader for each module and there is a focus on encouraging students to apply their knowledge to practical situations.

The approach to **coursework** assignments will be to encourage students to apply their knowledge to organisations or data sets in a **scheduled** manner. This could be achieved using **case studies** but will also involve employees applying information and approaches to their own organisations, or an organisation with which they are familiar.

The **assessment** designed for each module reflects the intentions of that module and will measure the identified learning outcomes. A variety of assessment strategies will be used to reflect and test the achievement of the learning outcomes. These are detailed within each module. Assessment questions and cases are seen to be dynamic and are reviewed quarterly

to maintain rigour and reflect changes in professional focus and practice.

The programme culminates in the submission of the independent study assessment through the **Strategy Research Project** module. Here students will be required to identify a topic of interest to them, which falls within the encompassing field of global management. Students will explore this, and will apply their research to the topic, building upon contents examined in the other modules and putting forward recommendations which are of practical benefit to the organisation.

17. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
Learning outcomes	The means by which these outcomes are achieved	The means by which these outcomes are assessed
LO1. Evaluate and apply leadership and management theories relevant to doing business in a globalised and digitised business environment.	<u>Asynchronous:</u> <ul style="list-style-type: none"> <li>Independent study, supported by comprehensive online multimedia teaching materials and resources accessed through the iLearn platform</li> <li>Podcasts and narrated PowerPoint presentations</li> <li>Discussion forums where students discuss and critically engage with themes emerging from the materials, followed with questions or propositions or reflections posted by either tutor or fellow students</li> <li>Guided group / project-based work</li> </ul>	<b>Formative activities:</b> <ul style="list-style-type: none"> <li>online and class based individual and collaborative exercises, group exercises and peer assessments/feedbacks. (LO1, 2, 3)</li> </ul> <b>Summative assessments:</b> <ul style="list-style-type: none"> <li>reflections, audits, proposals report-based assignments. (LO 1-4)</li> </ul> <b>Reflective accounts:</b> (LO1, 2)
LO2. Advise an organisation on appropriate ethically-sound and technologically robust strategies to assist their management functions.		
LO3. Investigate the markets, in which an organisation operates, competes, and innovates.		
LO4. Establish a thorough understanding of sustainability and business ethics.		
LO5. Synthesise management models and theories to meet the needs of diverse business issues of differing complexity.	<u>Synchronous:</u> Online seminars facilitated by VOIP's or live chats where theory and practice are integrated.  Specific modules support the development of quantitative and qualitative analysis, through online and class-based individual and group exercises, such as, business simulation exercises, statistical & quantitative analyses, software applications (LO5, 7)	<b>Formative assessments:</b> online collaborative exercises and case study analyses. (LO5, 7, 8)
LO6. Undertake research on a topic relevant to the global business management environment and produce actionable recommendations for senior leaders.		
LO7. Apply analytical techniques and metrics to evaluate a management issue and make evidence-based decisions		
	The development of criticality and thinking skills will be evident in a summative assessment process which requires and rewards learners for the demonstration of creative thinking and problem solving, analysis, judgement and self-reflection in the development of contextually relevant solutions with the use of a range of data	<b>Technology-enabled assessments:</b> Business simulation exercises, statistical tests, financial statement analysis. (LO5, 7)
		<b>Summative assessments:</b> industry

LO8. Critically evaluate data sources using a range of tools and digital resources.	and media. (LO6, 8)	reports, market entry report, analysts' report research projects. (LO6, 8)
LO9: Develop personal, leadership, and team working skills that enhance effectiveness of management practices. LO10: Identify practical solution to theoretical and practical management related problems, thereby demonstrating praxis.	Group forums enable the discussion of ideas, progress, the work of others and the strengths and weakness in the work presented and particularly support the development of LO9. In-course activities and assessment process emphasise the acquisition of LO10 with specific modules devised to highlight the practical differences in management skills required in differing contexts.	<b>Formative assessments:</b> Online and collaborative exercises, negotiated assignments and feedback on group discussions/exercises (LO9) <b>Summative assessments:</b> case study analyses, market entry report, research project/paper (LO10)

<b>18. Graduate Attributes and the means by which they are achieved and demonstrated</b> <i>Attributes must be covered and assessed in every level of study on a programme.</i>		
Graduate Attribute	The means by which these attributes are achieved	The means by which these attributes are assessed
1. Digitally literate	Providing access to a range of online resources via MS packages, ilearn, SPSS, Zoom.	Integrated into 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.
2. Contextually innovative	Providing students with an interactive and creative learning environment. Support students to develop their own business ideas and solve problems. Enabling students to analyse and find their own way to making effective business decisions. Providing	Integrated into Reflective Practitioner Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to

	students with access to extra-curricular activities, such as the AEI.	find and innovate in solutions
3. Socially intelligent and proactively inclusive	Providing students with an interactive and 'safe' learning environment. Providing students with access to extra-curricular activities, such as the debate club and women for women club. Embedding the UNPRME principles into lessons, thus sharing best practice and therefore supporting an ethical learning environment.	Integrated into Responsible Global Citizenship Demonstrate an understanding of corporate social responsibility (CSR) issues and their place in a globalised economy, ethical decision-making, and accountability. Adopt self-awareness, openness, and sensitivity to diversity in culture.
4. Professional knowledgeable in their subject area	Professional knowledge is embedded into all the modules thus developing students into knowledgeable thought leaders within the world of international business. This can be assessed through formative and summative assessments, such as audits, analysis, problem solving scenarios and ongoing discussions.	Integrated into 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

## 19. Summary of modules and mapped programme learning outcomes

List modules in order of delivery

Level	Module Code and Module Title	Module type <i>Compulsory (C) or Optional (O)</i>	Pinned/paired Modules	LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9	LO 10	GA1	GA2	GA3	GA4
7	BUS7025 Managing Digital Transformation & Innovation	C	(1)	x	x		x	x	x						x		
7	BUS7020 Leading Global Teams & Organisations	C	(2)	x	x		x	x				x				x	
7	BUS7021 Managing the Global Market	C	(3)	x		x	x	x							x		
7	BUS7015 Financial Management	C	(4)		x			x		x	x			x			
7	BUS7022 Developing Globally Sustainable Strategy	C	(5)	x	x	x	x	x					x			x	
7	BUS7019 Competing in the Digital Economy	C	(6)	x	x	x	x					x					x
7	BUS7030 Transformation Capstone Project	C	(7)	x			x		x	x	x		x				x
<b>Master's (MA/MSc/MBA)</b> To be awarded the Masters, students must complete a total of 180 credits at Level 7 including 60 credits from the final project/dissertation.																	
<b>Master's Top-Up</b>																	



Master's top-up programmes must include 60 credits from the final project/dissertation.

**PG Cert**

To be awarded the PG Cert International Business Management students must successfully complete 60 credits at Level 7 (BUS7025 Managing Digital Transformation & Innovation, BUS7020 Leading Global Teams & Organisations and BUS7021 Managing the Global Market)

**PG Diploma**

To be awarded the PG Dip International Business Management students must successfully complete BUS7025 Managing Digital Transformation & Innovation, BUS7020 Leading Global Teams & Organisations, BUS7021 Managing the Global Market, BUS7015 Financial Management, BUS7022 Developing Globally Sustainable Strategy, BUS7019 Competing in the Digital Economy to a total minimum of 120 credits at Level 7.