

**THE UNIVERSITY OF MANCHESTER**  
**Postgraduate Programme Specification**

**1. GENERAL INFORMATION**

Award	Programme Title	Duration	Mode of study
MSc	Business Analysis and Strategic Management	1 year	Full time

School	Alliance Manchester Business School
Faculty	Humanities
Awarding Institution	The University of Manchester
Programme Accreditation	N/A
Relevant QAA benchmark(s)	N/A

**2. AIMS OF THE PROGRAMME(S) (must include separate aims for PG Certificate and PG Diploma awards)**

The programme aims to:

**01.** The programme aims to:

- Expose student to the latest thinking in organisational design, and development and management of strategic capabilities in different industrial and country contexts.
- To equip students with the knowledge, skills and attitude to undertake interdisciplinary research (both theoretical and practice oriented) of business organisations operating in different industrial and country contexts.
- To provide students with the skills to apply advanced research skills for a variety of management issues related to the development and management of strategic capabilities.
- To provide optional modules that enable students to develop specific skills for their anticipated career plans
- To enhance the students skills in working with senior managers, and real business issues as internal or external consultant through the supervised client facing project.

**3. INTENDED LEARNING OUTCOMES OF THE PROGRAMME(S) (must include separate outcomes for PG Certificate and PG Diploma awards)**

**A. Knowledge & Understanding**

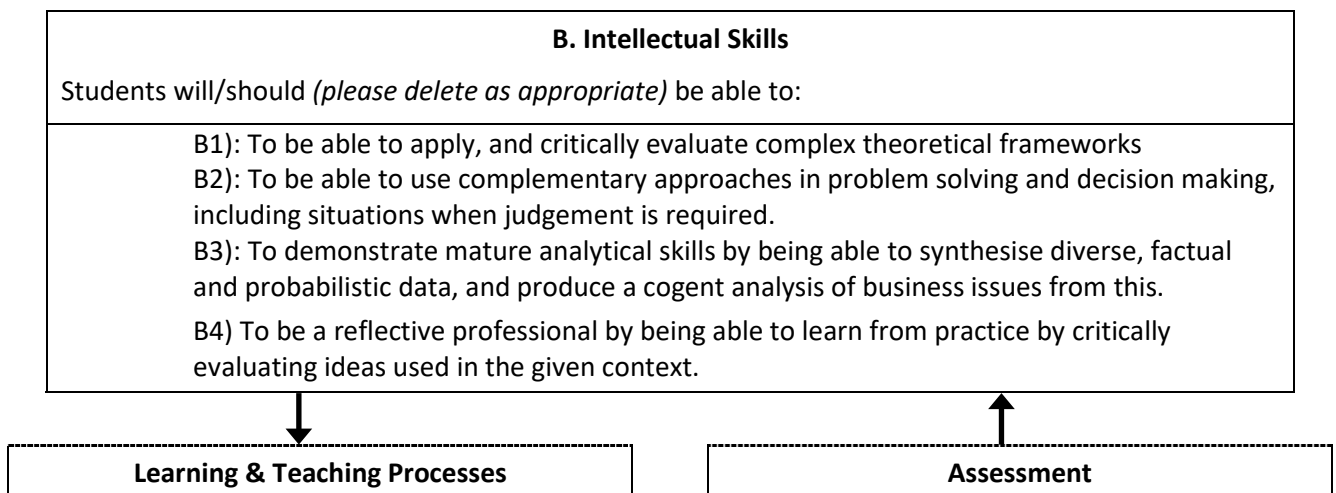
Students will/should (*please delete as appropriate*) be able to:

- A1) To understand the essentials of theory and practice to analyse business structures and their interactions with strategic capabilities in different industrial and country contexts.  
A2) To understand the institutional contexts and dominant business practices in which firms exist, and how they influence the effectiveness and efficiency of firm development  
A3) To understand how capabilities and resources are grouped, controlled, co-ordinated, and how these affect the narratives in which management provides a rationale for their strategic actions.  
A4) To understand the methodological problems involved in business research enquiry.  
A5) To understand how the activities and processes are interlinked in a systematic way, and how it could be analysed and presented to a managerial audience.



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<b>Learning &amp; Teaching Processes</b> (to allow students to achieve intended learning outcomes)	<b>Assessment</b> (of intended learning outcomes)
<ul style="list-style-type: none"> <li>• The modules in the programme will use a mix of teaching and learning resources to guide the students learning, including textbooks, supplied readings, videotapes, websites, discussions groups, case studies</li> <li>• Interactive seminar based teaching methods and active learning as appropriate</li> <li>• Combination of lecture, independent supervised study and practical exercises</li> <li>• Preparation for the dissertation</li> </ul>	<ul style="list-style-type: none"> <li>• All students will be assessed on the basis of the taught modules and will be formally assessed through a mixture of essays, class case presentations, written examinations and reports and a dissertation.</li> <li>• The dissertation will focus on a topic relevant to the client organization</li> </ul> <p><b>All modules carry equal weighting</b></p>



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- The teaching and learning methods will encourage use of theoretical frameworks to understand business situations and case studies.
- demonstrated through case presentations designed to put theoretical knowledge into practice
- action learning based methodologies, for example, case studies, syndicate work, project work in enterprises, interactive online distributed education
- integration of students' work and employment experiences as materials for application to the frameworks provided strong emphasis on peer education methodologies through the use of syndicate groups.

- Students will assume responsibility for their own learning and development guided by academic staff. There will be a mix of traditional teaching methods and independent participatory learning.
- Critical thinking demonstrated through:
  - assignments and individual reports applying concepts and frameworks to addressing particular issues or business situations in the students' work environment
  - Group projects; Application of concepts and frameworks to particular issues or problem areas by a group producing reports, assessed as a group for grading.
  - Class participation through active participation in learning demonstrated by involvement in class
  - Group presentations. Case study analysis illustrating particular aspects of leadership and management considered by individual students or groups in relation to conceptual frameworks.

**C. Practical Skills**

**Students will/should (please delete as appropriate) be able to:**

- **.(C1)** evaluate management and practical skills in business analysis and presentation; skills of project design and management
- **(C2)** acquire the skills to design, develop and manage the execution of a social research project, small scale action research, an extended study on a topic of their choice
- **(C3)** develop the qualities and skills necessary for employment and/or further study: conducting self-assessments, identifying own strengths and weaknesses and areas for professional and personal development, action planning and reviewing, learning to receive and act on feedback from others, willingness to learn and continue learning in a personal and professional context



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**Learning & Teaching Processes**

See above, that is in projects, tutorials and dissertations.

**Assessment**

See above, that is, by assignments and presentations, tutorials and dissertations

**D. Transferable Skills and Personal Qualities**

**Students will/should (please delete as appropriate) be able to:**

- D1): Giving a structured presentation using visual aids that sustain the confidence and attention of the audience
- D2) Communicate ideas and opinions with confidence and contribute to discussions appropriately both in writing and orally
- D3) Work as a team member in various roles
- D4): Manage a project within time, budget and to specifications
- D5): Self-awareness, openness, sensitivity to diversity of people, cultures, and management issues
- D6): Skills in interpretation of qualitative, but also quantitative data, ability to work with case studies
- D7): Develop research skills in business and management issues.

**Learning & Teaching Processes**

- See above, that is, in projects, tutorials and dissertation writing

**Assessment**

See above, that is, by assignments and presentations in lectures, tutorials and dissertations

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**4. THE STRUCTURE OF THE PROGRAMME(S)**

**Programme structure and credits**

Please indicate both compulsory units and optional units (including Choice of \_ from \_ ) , as well as requirements for exit awards and any specified pathways.

Year	Course structure (credits)	Outcomes and progression
September - January (semester 1)	<p><b>Compulsory</b></p> <p>Comparative and Global Management (15)  Business Models: Theory and Practice (15)  Organisational Design and Strategy: International Contexts (15)  Analysing companies: Business Models, Narrative and Numbers (15)</p>	<p>Students will be introduced to a broad range of advanced topics in Business Analysis within a global context. Research skills will be developed to enable students to undertake their final project.</p>
January – April (semester 2)	<p><b>Compulsory</b></p> <p>Professional Analytical Skills (15)</p> <p><b>Options</b>  Students will choose <u>three</u> modules from the following list:</p> <p>International Human Resource Management (15)  The Political Economy of Global Business (15)  Organisational Design and Value Creation (15)  The Management of International Organisational Change (15)  Technology, Innovation Management and Business Strategy (15)  Asian Business and Comparative Management (15)  Responsible Business in a Global Environment (15)  International Business Finance (15)  Managing Organisations for Growth (15)  Configuration of Companies for Capability Building (15)</p> <p>Students can choose ONE optional module from any MSc programme in Alliance MBS (excl. MSc Management and MSc Organisational/Business Psychology) providing that the student provides a 200-word justification and the programme director approves this and the module tutor approves the student application.</p>	<p>All the modules will be assessed through a combination of assessment procedures including coursework and examinations.</p> <p>Flexibility in terms of delivery and assessment, allowing methods appropriate for each subject such as project work, workshops etc.</p> <p>Students have the opportunity to plan a proposed programme. Opportunity to select the appropriate number of courses from the optional units.</p>

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April - September	<p><b><i>Compulsory</i></b>  Client-facing project / Dissertation (60)</p> <p>There are three options:</p> <ul style="list-style-type: none"> <li>a) Traditional dissertations</li> <li>b) Client facing projects sourced by the student, and approved by the programme director</li> <li>c) Client facing project sourced by Alliance MBS, approved by the programme director. This option is available for students who do not fail any of the first semester modules (lower than 40%) or do not fail more than one module with a compensatable mark (40-49%).</li> </ul> <p>Students whose client facing project is a group project, the dissertation has two components: a group project report (the length to be about 6,000 words per group member) and substantial (6,000 words) individual professional reflective report, equivalent to a 50:50 split of the 60 credit dissertation. Therefore, students will still receive one overall mark for their dissertation.</p> <p>Individual dissertations will be about 12,000 words.</p>	Client-facing project and Dissertation
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**5. STUDENT INDUCTION, SUPPORT AND DEVELOPMENT** (in order to deliver the intended learning outcomes, including dissertation support and guidance)

- The students The curriculum has been designed to achieve the intended learning outcomes The programme offers a balanced mix of knowledge-based learning (through the taught modules), taught skills and practical skills, both in analysis, implementation and application of conceptual frameworks required to conduct research within international organizations. The teaching and learning methods will encourage the use of theoretical frameworks by providing a sound knowledge of relevant theoretical perspectives approach to business analysis in an organizational context.
- The first stage of the programme has been designed around teaching and learning and successful students will be able to demonstrate a number of transferable skills including:
  - An understanding of the knowledge within the main functional disciplines
  - Competence in employing a variety of perspectives in problem analysis and decision-making
  - Ability to reflect on and learn from practice
  - Ability to communicate and work effectively in groups
- The compulsory modules, especially the Research Method module, provide the necessary research skills to students to be able to carry out an academically rigorous business research project.

During the second stage of the programme students will undertake a client facing consultancy project with a business organisation. The project briefs are approved by the programme director on the basis of its contribution to the students' academic, and practical knowledge and skills. The project is supervised by a member of the University's academic staff. The dissertation will provide an opportunity to use the concepts, theories and approaches in business management. Preparing the dissertation will make use of the knowledge and skills that students have learnt during the programme.





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To add further columns, sit in A5, B5, C5, or D5. Select **Insert** from the **Table** menu, select **Columns to the Right**. To add more rows, before you've filled in the final row of the year, sit in the final row, select **Insert** from the **Table** menu, select **Rows above**. To delete a column, sit in the column you want to delete, select **Delete** from the **Tables** menu and select **Columns**. To delete a row sit in the row you want to delete, select **Delete** from the **Tables** menu and select **Rows**.

## 6. CURRICULUM MAP OF COURSE UNITS AGAINST INTENDED LEARNING OUTCOMES OF THE PROGRAMME

Course Unit Title and Code (including dissertations and other programme components)			Knowledge & Understanding					Intellectual Skills				Practical Skills			Transferable Skills & Personal Qualities						
Code	Course Unit title		A1	A2	A3	A4	A5	B1	B2	B3	B4	C1	C2	C3	D1	D2	D3	D4	D5	D6	D7
BMAN 72631	Comparative and Global Management	C	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	D	D	DA	DA	DA	D	D	DA	DA
BMAN 72801	Business Models: Theory and Practice	C	DA	DA	DA	DA	DA	D	D	DA	DA	DA	D	D	DA	DA	DA	D	D	DA	DA
BMAN 72201	Analysing Companies: Business Models, Narrative and Numbers	C	DA	DA	DA	DA	DA	DA	DA	DA	DA					DA			D	DA	D
BMAN 72231	Organisational Design and Strategy: International Contexts	C	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA			DA	DA	DA	D	D	D	DA
BMAN 73652	Research Design and Methods	C				DA				DA	DA	DA	DA	DA	DA				DA	DA	DA
BMAN 60992	International Human Resource Management	O	DA	DA	DA	DA	DA	DA	DA	DA					D	DA			D		D
BMAN 62012	The Political Economy of Global Business	O	DA	DA	DA	DA	DA	DA		DA						DA			D		D
BMAN 73932	Organisational Design and Value Creation	O	DA	DA	DA	DA	DA	DA		DA	D	DA	DA	D	D	DA	DA		D	D	D
BMAN 62082	The Management of International Organisational Change	O	DA	DA	DA	DA	DA	DA		DA					D	DA			D		D
BMAN 71942	Technology, Innovation Management and Business Strategy	O	DA	DA	DA	DA	DA	DA	D	DA	DA				D	DA			D		D
BMAN 73172	Institutions and Firms' Internationalisation Strategies	O	DA	DA	DA	DA	DA	DA	DA	DA	D				DA	DA			D		D
BMAN 73432	Responsible Business in a Global Environment	O	DA	DA	DA	DA	DA	DA		DA	D	DA	DA	D	D	DA	DA		D	D	D
BMAN 71552	International Business Finance	O	DA	DA	DA	DA	DA	DA		DA	D	DA	DA	D	D	DA	DA		D	D	D
BMAN 73662	Managing Organisations for Growth	O	DA	DA	DA	DA	DA	DA	DA	DA		D			DA	DA			D		D
BMAN 73642	Configuration of Companies for Capability Building	O	DA	DA	DA	DA	DA	DA	DA			D			DA	DA			D		D
BMAN 63100	Dissertation/Client facing project	C	DA	DA	DA	DA	DA	DA	DA	DA	D	DA	D	DA	DA	DA	DA	DA	D	DA	DA

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**Legend for cells**

<b>D = intended learning outcomes of the programme are taught or developed by students within this course unit</b>	<b>C = compulsory course unit</b>
<b>A = intended learning outcomes of the programme are assessed within this course unit</b>	<b>O = optional course unit</b>

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**7. CRITERIA FOR ADMISSION**

Candidates must be able to satisfy the general admissions criteria of the University and of the School in at least one of the following ways:

Entry to the programme is by a first class or upper second class degree in either Management, Business Studies or a related area. In exceptional circumstances, candidates with a lower class degree or equivalent but who are able to provide other evidence of business experience will be considered for the diploma route.

Candidates from overseas will be expected to provide evidence of English proficiency. If English is a second language, the minimum level required will be IELTS 7.0 or TOEFL 600.

Further details are available in the University Prospectus.

**8. PROGRESSION AND ASSESSMENT REGULATIONS**

The programme will follow university regulations which can be found at:

<http://www.tlso.manchester.ac.uk/degree-regulations/postgraduatedegreeeregulations/>

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