



Queen Margaret University  
EDINBURGH

# Programme Specification

Where appropriate outcome statements have been referenced to the appropriate Benchmarking Statement (BS)

<b>1</b>	<b>Awarding Institution</b>	Queen Margaret University
<b>2</b>	<b>Teaching Institution</b>	Queen Margaret University
<b>3</b>	<b>Professional body accreditation</b>	Chartered Institute of Management
<b>4</b>	<b>Final Award</b>	MSc International Management and Leadership, or MSc International Management and Leadership (with Hospitality)
	<b>Subsidiary exit awards</b>	PG Dip. International Management and Leadership
<b>5</b>	<b>Programme Title</b>	International Management and Leadership
<b>6</b>	<b>UCAS code</b> (or other coding system if relevant)	
<b>7</b>	<b>SCQF Level</b>	11
<b>8</b>	<b>Mode of delivery and duration</b>	Full-time (12 months) Part-time (2-7 years)
<b>9</b>	<b>Date of validation/review</b>	8 <sup>th</sup> July 2010

## 10. Educational Aims of the programme

### Programme Aims - Generic

The programme aims to enable learners to:

- Facilitate and develop students' appreciation of the importance of community, sustainability, Corporate Social Responsibility and ethics through leadership, development and participation within communities
- Enable students to engage in and lead community based projects with socially responsible
- Develop a deeper understanding of management and leadership knowledge and their personal and professional skills in order to contribute to professional and subject development
- Engage in critical reflection on academic practice and personal performance and employ independent study for life long learning;
- Respond to uncertainty and continuously changing environments, by quickly developing effective options and action plans, and by initiating and leading change initiatives;
- Develop the ability to apply knowledge and understanding of management and leadership both systematically and creatively to complex issues and to communicate outcomes effectively;
- Assess the wider interconnections between organisations and their local, national and international contexts and to develop sustainable, responsible and beneficial relationships with local communities and society at large;

- Develop the ability to critically understand the implications of sustainable development and business ethics on management and leadership practices and decisions.
- Synthesise different types and sources of material in developing and evaluating problem solving options.

### **Programme Aims - Hospitality Route**

- Facilitate and develop students' appreciation of the importance of community, sustainability, Corporate Social Responsibility and ethics through leadership, development and participation within communities
- Enable students to engage in and lead community based projects with socially responsible
- Develop a deeper understanding of management and leadership within the hospitality context and enhance their personal and professional skills in order to contribute to professional development.
- Engage in critical reflection on academic practice and personal performance and employ independent study for life long learning;
- Respond to uncertainty and continuously changing environments, by quickly developing effective options and action plans, and by initiating and leading change initiatives
- Assess the wider interconnections between organisations and their local, national and international contexts and to develop sustainable, responsible and beneficial relationships with locals communities and society at large;
- Explore, evaluate and synthesise a range of contemporary hospitality management operations from theoretical and practical context
- Formulate, critically evaluate and implement leadership strategies relevant to long term sustainable business success within the hospitality industry

### **11. Benchmark statements/professional and statutory body requirements covered by the programme**

QAA Benchmarks  
HEA Enhancement Themes  
Scottish Credit Qualifications Framework

### **12. Learning Outcomes of the Programme**

#### **Knowledge and Understanding**

Upon successful completion of a programme, graduates will be able to demonstrate knowledge and understanding in the areas including:

- The role and functions of organisational leaders
- The impact of globalisation on organisational structures and practices
- Research methods and methodologies appropriate to the analysis and evaluation of business management.
- Principles and practices of financial management
- Global marketing and sales strategies

#### ***Teaching and Learning methods and strategies***

The learning, teaching and assessment strategy for the MSc International Leadership and Management programme has been designed to align with the institutional priorities as laid out in the QELTA strategy and to embrace some of the enhancement themes as developed by QAA Scotland. An integrated structure is adopted across the whole of the MSc programme to ensure that knowledge and understanding is applied across a multidisciplinary context.

Modules on the programme are taught from a local, national and international perspective through the use of case studies, workshops and group projects. There is an emphasis on knowledge-in-practice and in showing students how theoretical concepts are applied across a range of public, private and voluntary organisations. There is an emphasis on student-centred learning and on delivering modules in a way that focuses on student needs and making students active partners in the learning process.

### ***Assessment Strategies***

Assessment on the MSc International Management and Leadership programme comprise of a range of formative and summative assessment, designed to provide students with an opportunity to gain feedback on their learning, identifying strengths and weaknesses and encouraging 'deep' rather than superficial learning. Assessments on the programme take the form of individual reports, case studies, group projects and group presentations. Through employing a range of assessment across public, private and voluntary contexts, students will become more aware of the factors affecting leadership and management approaches in a number of settings.

### **Intellectual and Thinking Skills**

Upon successful completion of a programme, graduates will be able to demonstrate a range of intellectual and thinking skills including:

- Systematically and critically evaluate the practices, research and scholarship within the fields of leadership and management
- Strategically analyse the organisational environment and culture and determine appropriate management and leadership approaches
- Critically reflect on the impact of organisational decisions and practices on the wider community
- Identify, critically analyse and respond creatively to complex change management and leadership challenges.

### ***Teaching and Learning methods and strategies***

The development of intellectual and thinking skills is an important element of the programme. Students are encouraged through module delivery to adopt a critical and evaluative approach to module content. Module facilitators will help students reflect upon their learning and assist in developing students into reflective practitioners. Debate and discussion is core to developing intellectual skills and help students move away from a compartmentalised mode of learning to a more holistic approach to learning. Students will be expected to be able to identify, diagnose and propose solutions to a range of organisational problems. A range of module delivery methods will also ensure that students develop creative and original solutions to non-standard problems. Independent study is also an important element on the programme and students are expected to be able to engage with research and collect and evaluate a wide range of research data.

### ***Assessment Strategies***

Students will be expected to demonstrate intellectual skills through production of management essays, management reports and literature reviews. Students will be provided with guidance on how to engage in critical analysis and evaluation. Students will be assessed in relation to the degree of evidence-based argument and their ability to develop original and creative solutions to non-standard problems. The management essay which concludes the programme will give students an opportunity to reflect upon their learning and experiences that they have accumulated.

### **Practical Skills**

Upon successful completion of a programme, graduates have gained practical skills including:

- An appreciation of the importance of socially responsible behaviour within organisations and an understanding of the impact of organisational practices upon local communities
- An ability to plan, collect and evaluate research
- A capacity to analysis the strategic environment and develop strategies and plans to support organisational growth
- An understanding of the qualities of effective leaders and the strong relationship between leaders and followers.

### ***Teaching and Learning methods and strategies***

The new programme will prepare students for a wide variety of leadership and management positions in local, national and internationally-based organisations. Opportunities will be provided to students to develop all these skills through various module activities including case studies, workshop activities, independent study and production of reports and essays. An understanding of research methods is developed on the “Consultancy and Research methods” module helping students acquire skills in data collection, analysis and evaluation. The programme also includes computer-based labs which will help students acquire skills in working with various software packages.

### ***Assessment Strategies***

The provision of a placement within a voluntary or community-based organisation will provide students with an opportunity to apply practical skills in a live workplace environment. Other module assessments including group presentations, interviews and reports will help students develop skills in a group environment whereby the student will be able to interact with others and contribute collaboratively.

### ***Transferable skills***

Upon successful completion of a programme, graduates have gained transferable skills including:

- An ability to communicate effectively and appropriately to diverse audiences
- Work constructively within a group and contribute collaboratively to the development of projects and assignments
- Exercise responsibility, initiative and self-direction to support and further independent study and professional development
- Show capacity to conduct and evaluate research
- Ability to use a range of computer software packages
- Develop effective time management strategies
- Work and learn independently
- Reflect upon their own practice

### ***Teaching and Learning methods and strategies***

The new programme teaches students a range of transferable skills that are important in the development of competent professional managers and leaders. Students will be expected to display competence in a wide range of transferable skills, including presentation skills, time management skills, interpersonal skills and writing and project management skills. A series of individual and group assignments will require students to develop time management skills and be able to work both independent and collectively in planning tasks, collecting appropriate research and producing the required report. Students are also expected to take responsibility for their own learning and manage their schedules to meet required assessment deadlines.

### ***Assessment Strategies***

The variety of module assessments provides ample opportunities for students to develop interpersonal skills, delegation skills and time management skills. Transferable skills contribute to the

overall content, quality and presentation of coursework submitted in written format or individual/group presentations. The ability of the individual to organise his/her own schedule and deliver high quality outputs is assessed through a range of individual assessments, in the form of management reports and essays.

### 13. Programme structures and features, curriculum units (modules), credits and award requirements (including any periods of placement)

The MSc International Leadership and Management programme is a 12 month programme designed as a type 2 (career entry) general masters course, primarily for students with little or no business, management or leadership experience. It is a modular programme, with a single module credited with 15 points at SCQF level 11 (with one module being the community module). The programme has flexible exit points, with students who have taken the required number of credits able to exit with the award of postgraduate diploma. The programme is currently available in full-time mode.

As table 1 indicates, there are 9 core modules to be taken on the programme. The community, research and essay modules have a connected narrative from both a teaching and assessment perspective in that they require students to undertake a placement within a community and voluntary based organisation.

**Table 1: Core Programme Modules**

Module Title	Credits	Semester
International Leadership, Power & Policy	15	1
Strategic Thinking	30	2
Research Methods	15	1
International Marketing	15	2
Organisational Behaviour	15	2
Contemporary Issues in International Management	15	1
Community Impact and Practice	45	1, 2 & 3

There are two routes currently proposed through the MSc International Management and Leadership programme. The first “generic” route requires students to take modules in operations and resource management and new business development, while the specialist “hospitality” route requires students to undertake modules in developments and issues in hospitality organisations and inspirational leadership in hospitality. Both routes are presented in tables 2 and 3.

**Table 2: Generic Qualification Route Modules**

Module Title	Credits	Semester
Operations and Resource Management	15	1
New Business Development	15	2

**Table 3: Hospitality Module Route Options**

Module Title	Credits	Semester
Developments & Issues in International Hospitality Operations	15	1
Inspirational Leadership in Hospitality	15	2

The programme embeds the dimensions of the school philosophy and its learning, teaching and assessment strategy, to offer a range of knowledge, intellectual, practical and transferable skills that develop graduates that are ethical, entrepreneurial leaders, who will go out into their industries and wider global societies to make a difference. Core transferable graduate and management skills

(including research skills) are embedded in the core management modules, whilst the route specific modules of this programme contain specialisms needed for management and hospitality disciplines.

Each 15 credit point equivalent of study is allocated 150 hours of study time. This is divided *inter alia* between class contact with staff and students, student managed group activities, computer mediated interactions, field trips, seminars, research, directed and independent study, and the completion of assignments. Details for each module are provided in the module descriptor.

Two capstone modules are identified within the programme structure: Community Impact and Practice and Research Methods. These capstone modules are of critical importance to the programme and to the student experience. The taught elements of these modules include project management, critical reflection, personal development planning, team working, client management, research and analysis skills; and presentation and negotiation skills. These modules are critical to the development of competent professional managers and leaders suitable for employment in private, public and voluntary organisations. Table 4 summarises the three capstone modules.

**Table 4: Capstone Modules**

Module Title	Credits	Semester
Community Impact and Practice	45	1, 2 & 3
Research Methods	15	1

#### 14. Criteria for admission

The regulations for Admission on to the MSc programme through various routes are located on the Quality website (<http://www.qmu.ac.uk/quality>). These regulations provide the framework for management of the admission of students onto academic programmes, for the progression of students through the programmes and their various exit points. An overview of some of the key elements of the admissions process follows and will specifically address:

- Principles of recruitment
- Equal opportunities
- Entry requirements
- English language requirements
- The admission process
- Credit for previous study

The School of Business Enterprise and Management is committed to the provision of a policy of equal opportunity in student selection. All applicants regardless of race, ethnic origins, religion, gender, disability, sexual orientation, marital status or age can expect equal treatment.

To enter the MSc International Management & Leadership or variants, applicants should normally hold an honours degree or equivalent. As this programme is focused as a conversion degree we are particularly welcoming of degrees from non business related subjects.

In line with the university policy of seeking to offer opportunities to candidates regardless of their personal background and level of educational attainment, the programme team will promote entry to the programme for all students. Practically this means that the programme team will consider:

- Applicants who have obtained an undergraduate general degree level qualification but can demonstrate a period of postgraduate work experience
- Candidates who have no formal degree level qualification but can demonstrate substantive professional experience and suitable CPD outcomes.

Consideration of non standard entry will be based on the following criteria but should be read in relation to regulation for admission within QMU's Taught Postgraduate Framework (noted above and in the admissions process sub section below)

- Appropriate work experience and supporting CPD type activity;
- Evidence of motivation to study at Masters level;
- Supporting references.

Applicant profiles that fit with any of the three described categories will therefore be seen under the universities normal working practices to have demonstrated equal competency and capability to enter the MSc programme.

In some cases it may be necessary to require applicants, who do not clearly meet one of these entry requirements to attend for interview.

Applicants whose first language is not English must provide evidence of proficiency in English language. Acceptable evidence is:

- An overall IELTS score of 6, in all components; or
- A score of 237 in the computer-based TOEFL exam; or
- 580 in the paper-based exam

## **15. Support for students and their learning**

The MSc International Management and Leadership provides the following student support:

- Induction programme for students and facilities orientation
- University website on study skills and scholarship
- Course website providing specific programme related details
- Personal Academic Tutors
- Personal Development Portfolios
- Programme handbook which provides information on programme structure and specific programme regulations
- Student handbooks which provides guidance on university regulations
- Access to Student Learning Services, Library and IT support
- Access to Student Services: careers, counselling, disability advice
- Representation through Student-Staff Committees
- E-mail access to Programme leader as well as teaching and administrative staff

## **16. Quality Assurance arrangements**

This programme is governed by QMU's quality assurance procedures. See the QMU website for more detail: <http://www.qmu.ac.uk/quality/>

*Where the QA arrangements differ from standard QMU procedures, include that information here.*