

Programme Specification:
Business Management
Business Management with Enterprise
Business Management with Finance
Business Management with Marketing

1	Awarding Institution	Queen Margaret University
2	Teaching Institution	Queen Margaret University
3	Professional body accreditation	N/a
4	Final Award	BA Hons
	Subsidiary exit awards	BA Business Management Certificate in Higher Education Diploma in Higher Education
5	Programme Title	Business Management
6	UCAS code	N100 BA/BMGT; others TBC
7	SCQF Level	7-10
8	Mode of delivery and duration	Taught, full and part time, FT 3 or 4 years
9	Date of validation/review	April 2018

10. Educational aims of the programmes

The overall aims of the Business Management programmes are:

1. To prepare and develop graduates for a management career in the private, public or voluntary sector
2. To examine a range of organisations – private, public, voluntary and international – in order to understand their purposes, conditions of operation and the way in which the external environment impacts upon the business and management of organisations
3. To develop students' intellectual capabilities: analysis and interpretation, critical evaluation, selection and synthesis, reasoned argument, research and problem-solving
4. To develop graduates who can demonstrate effective management, technical, numerical, communication and research skills
5. To produce graduates who have a range of generic transferable attributes enabling them to communicate effectively, work individually and in teams to deadlines, be innovative and adaptable to change, to be entrepreneurial in their approach, to manage and reflect on their learning; and who can contribute and respond effectively to the demands of their chosen profession
6. To provide the student with a range of both "hard" and "soft" skills which are required of the contemporary business manager.

The aims of the Enterprise dimension are:

1. To critically analyse and evaluate the theoretical foundations, concepts, and techniques underlying enterprise and innovation and the impact they have on management practice and organisational behaviour within a business context
2. To evaluate how emerging social, cultural, technological and economic trends influence business performance and management practice and develop strategies to adapt to changing circumstances
3. To critically understand and implement the techniques and processes necessary in enterprise creation and development: the identification of target markets, putting an idea into action, evaluating economic, financial, operational and legal implications
4. To develop an ethical and responsible understanding of marketing research and competitor analysis, securing the necessary economic, financial and human resources, and considering the legal and ethical issues of starting a new enterprise
5. To develop an awareness of the pivotal role played by enterprising and entrepreneurial activities in shaping the business and management practices, social and cultural behaviour, political stability, and economic conditions of communities locally and globally
6. Understand the role and management of enterprise within different organisational contexts including the private, public and third sectors

The aims of the Finance dimension are:

1. To critically analyse the roles and functions of organised financial markets and financial intermediaries and discuss the direct and indirect implications of regulation and government intervention on the business sector
2. To evaluate the processes of innovation and globalisation in the financial system and critically understand their implications to the economy in general and management practice in particular
3. To critically assess economic and financial information to evaluate market conditions, as well as developing a practical and critical understanding of the strategies used in the creation of new enterprises
4. To develop a critical understanding of the theories, principles and concepts of financial management within corporate organisations and their role in the financial decision-making process to stakeholder expectations
5. To critically understand the variety and complexity of risks associated with different aspects of financial institutions, their implication to the economy, financial sector, public/private organisations, and the firm and its stakeholders; develop a practical understanding of how different financial instruments can be used to manage financial risks and the potential problems associated with their use
6. Understand the role and management of finance within different organisational contexts including the private, public and third sectors

The aims of the Marketing dimension of the programme are:

1. To demonstrate a critical understanding of different approaches to marketing, including the continuous evolution of marketing concepts, and their role and significance in the wider strategic organisational context.
2. To critically analyse and evaluate the marketing environment, in particular the linkages between different parts of the operational and strategic functions of the firm, and the effects of a rapidly changing regional, national and/or global environment on a diverse range of organisations.
3. To develop a critical understanding of the marketing processes and practices involved in the effective management, organisation, and resource utilisation, to effectively compete in diverse domestic, international and global markets.
4. To critically understand the importance of, and processes and practices involved in, the management and organisation of the marketing function, and in the planning, control and integration of effective marketing strategies, programmes and operations.
5. To develop a theoretical and practical understanding of the creation, development and management of relationships with suppliers, service providers, agencies, customers, clients and other stakeholders, both domestic and international
6. Understand the role and management of marketing within different organisational contexts including the private, public and third sectors

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

Relevant QAA Subject Benchmarks (See <http://www.qaa.ac.uk/publications/information-and-guidance/publication?PubID=2915#.WpalP5q7LZ4>)

Scottish Credit Qualifications Framework (See <http://scqf.org.uk/the-framework/>)

12. Learning Outcomes of the Programme

Knowledge and understanding

On completion of the programme, the students will have demonstrated knowledge and understanding of:

1. The diverse nature and structure of organisations in the private, public and voluntary sector, their purpose, function, processes and operations.
2. Individual and organisational behaviour within the context of different frameworks, cultures and structures
3. The impact of organisations on a range of external factors, including legal, economic, political, environmental, social and technological
4. A range of theories, models and conceptual frameworks which serve to underpin the processes and practices of business management
5. Research methods and methodologies appropriate to the analysis and evaluation of business management
6. The management of resources, including finance, operations, human resources and technology.
7. The application of information technology and systems of communication in business management
8. Contemporary issues surrounding the growth of innovation, social and environmental responsibility, globalisation, internationalisation, sustainability and enterprise development.
9. The strategic operation and functioning of markets at a local, national and international level to meet customer needs and expectations

Intellectual skills

On completion of the programme, the students will be able to:

1. Apply theoretical, business and management knowledge to the analysis of organisations
2. Research and assess subject specific theories, concepts, trends, paradigms, principles and practices
3. Select, summarise and synthesise evidence in order to analyse business management from both disciplinary and multi-disciplinary perspectives.
4. Identify, question and critique assumptions and identify underlying values and principles.
5. Critically interpret data and text from a range of academic and empirical sources
6. Identify business and management problems and apply appropriate methods and methodologies to offer solutions.
7. Critically appraise academic literature and other sources of information
8. Develop rational arguments based upon evidence and challenge conventional assumptions on business management
9. Assume responsibility for own learning and continuing professional development

Practical skills

On completion of the programme, the students will be able to:

1. Plan, design and executive practical activities and business solutions using appropriate techniques and procedures
2. Operate effectively as an individual and within a team context and demonstrate effective leadership skills
3. Demonstrate numerical competence in the analysis and interpretation of financial and economic information
4. Apply communications and information technology within business management context
5. Apply the practical elements of business management within different organisational contexts and cultures
6. Plan, conduct and present the results of independent investigations and develop autonomous, reflective and self-learning skills

Transferable skills

On completion of the programme, the students will be able to:

1. Communicate and present information effectively in oral, written and electronic formats
2. Apply information skills, numeracy and quantitative skills accurately and effectively
3. Successfully interact with others and work as a team
4. Identify and address complex problems
5. Take innovative approaches and adapt to changing circumstances
6. Develop time management, project planning, listening, influencing, negotiation and leadership skills
7. Apply leadership skills within a variety of organisational contexts
8. Provide motivation and inspiration to colleagues within a variety of organisational contexts
9. Develop aspiration towards a managerial profession within a variety of organisational contexts

13. Teaching and learning methods and strategies

The ethos that informs our learning, teaching and assessment derives from the wider mission of QMU and the philosophy and focus of the School of Arts, Social Science and Management. Our ambition is that our graduates will be distinctive agents of change; leaders and managers who are ethical, entrepreneurial, flexible, problem solvers, confident and internationally aware, and who will go out into their wider organisations and communities to learn and to make a difference. By increasing the focus on the economic, environmental and social sustainability of business and the practices of responsible business, we have developed an approach to business and management learning in its broadest context that is in tune with events in the wider environment within which our graduates will work. Further, we focus in our programme on the development of knowledge and skills that equip our graduates for employment and self-employment.

To implement this strategy, a variety of learning, teaching and assessment methods allow students to demonstrate their mastery of theory, practice and to celebrate achievement in as wide a variety of contexts as possible. Students will be encouraged to develop confidence in and demonstrate mastery of selecting, transforming and applying theory in a range of different situations. This includes, for level four students, a placement opportunity.

One of the key goals of our approach is to place the student at the centre of the learning experience and to empower them to take ownership of the learning process. This approach encourages the practice of critical thinking and reasoning, encourages challenges to claims and assumptions and encourages understanding of the limits and uncertainties of knowledge. It is also used to provoke an attitude of enquiry and the development of personal qualities such self-management, self-reflection, initiative, enterprise and team-working.

As is evident from the module catalogue, we follow the standard teaching delivery patterns of our School. This means that across four years of study, the balance of activity shifts from the classroom based to the directed and independent, self-directed learning.

14. Assessment strategies

The assessment strategy is designed to provide students with practice and opportunities to demonstrate their mastery of learning outcomes, provide feedback for improved learning, and offer diagnosis of strengths and weakness to develop reflective practice.

As can be seen in more detail from the module catalogue, assessment throughout the programme is both formative and summative and is designed to encourage deep rather than superficial learning. Examinations take a number of forms including unseen questions, case study analysis, MCQs (online and paper), and open book. Other forms of assessment include essays, management reports, individual and group presentations, video recorded role plays, poster presentations, reflective portfolios, business plan, project proposals and the Honours dissertation project. These assessment tools allow students to demonstrate their acquisition of knowledge and understanding through a variety of approaches. They also allows students both to develop and be tested on a range of transferable skills.

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

Level One – All routes

B1113	Introduction to Marketing	20 credits	Sem 1
B1112	Introduction to Economics	20 credits	Sem 1
B1117	Introduction to Business in Society	20 credits	Sem 1
B1073	Introduction to Finance and Accounting	20 credits	Sem 2
B1116	Introduction to Management	20 credits	Sem 2
B1077	Entrepreneurship	20 credits	Sem 2

Level Two - All routes

B2110	Live Business Event	20 credits	Sem 1
B2084	Business Law	20 credits	Sem 1
B2083	Operations Management	20 credits	Sem 1
B2082	Human Resource Management	20 credits	Sem 2
B2112	Digital Business & E-Commerce Management	20 credits	Sem 2
B2115	Negotiation	20 credits	Sem 2

Level Three – Business Management Route

B3192	Research Methods and Skills	20 credits	Sem 1
B3133	New Enterprise Creation	20 credits	Sem 1
Various	Elective 1	20 credits	Sem 1
B3149	Project Management	20 credits	Sem 2
B3137	Organisational Behaviour	20 credits	Sem 2
Various	Elective 2	20 credits	Sem 2

Level Three – Finance Route

B3192	Research Methods and Skills	20 credits	Sem 1
B3133	New Enterprise Creation	20 credits	Sem 1
B3191	Financial Markets and Institutions	20 credits	Sem 1
B3149	Project Management	20 credits	Sem 2
B3137	Organisational Behaviour	20 credits	Sem 2
B3186	Entrepreneurial Finance	20 credits	Sem 2

Level Three – Marketing Route

B3192	Research Methods and Skills	20 credits	Sem 1
B3133	New Enterprise Creation	20 credits	Sem 1
B3096	Advertising and Marketing Communications	20 credits	Sem 1
B3149	Project Management	20 credits	Sem 2
B3137	Organisational Behaviour	20 credits	Sem 2
B3198	Experiential Marketing and Consumer Behaviour	20 credits	Sem 2

Level Three – Enterprise Route

B3192	Research Methods and Skills	20 credits	Sem 1
B3133	New Enterprise Creation	20 credits	Sem 1
Various	Elective 1	20 credits	Sem 1
B3149	Project Management	20 credits	Sem 2
B3137	Organisational Behaviour	20 credits	Sem 2
B3186	Entrepreneurial Finance	20 credits	Sem 2

Level Four – Business Management Route

B4132	Strategy as Practice	20 credits	Sem 1
B4121	Business and Events Management Placement	20 credits	Sem 1
B4123	Critical Issues in International Management	20 credits	Sem 2
Various	Elective 3	20 credits	Sem 2
B4099	Dissertation	40 credits	Year Long
B4134	Honours Business Project	40 credits	Year Long

Level Four – Finance Route

B4132	Strategy as Practice	20 credits	Sem 1
B4121	Business and Events Management Placement	20 credits	Sem 1
B4124	Financial Risk Management	20 credits	Sem 2
B4122	Corporate Finance	20 credits	Sem 2
B4099	Dissertation	40 credits	Year Long
B4134	Honours Business Project	40 credits	Year Long

Level Four – Marketing Route

B4132	Strategy as Practice	20 credits	Sem 1
B4121	Business and Events Management Placement	20 credits	Sem 1
B4089	Strategic Marketing Management	20 credits	Sem 2
B4133	Critical Issues in International Marketing	20 credits	Sem 2
B4099	Dissertation	40 credits	Year Long
B4134	Honours Business Project	40 credits	Year Long

Level Four – Enterprise Route

B4132	Strategy as Practice	20 credits	Sem 1
B4121	Business and Events Management Placement	20 credits	Sem 1
B4123	Critical Issues in International Management	20 credits	Sem 2
B4127	Critical Issues in SME and Family Business	20 credits	Sem 2
B4099	Dissertation	40 credits	Year Long
B4134	Honours Business Project	40 credits	Year Long

Placements

The opportunity to develop experience in the workplace and to build employability via the application of theory into practice is a key facet of the suite of the programmes. Each includes some element of placement or internship, developed to fit within each subject discipline.

Within the BA (Hons) Business Management routes, the placement happens at Level 4 and follows a pattern well-established by the School.

As noted above, this feature allows the student to apply theory in 'real world' contexts, and to develop transferable skills useful beyond university.

15. Criteria for admission

Students are admitted to the Undergraduate programmes within the Division of Business, Enterprise and Management from a diverse variety of academic backgrounds. Typically, these include:

- Entrants who apply directly from school;
- Entrants from Further Education in the UK or its equivalent in mainland Europe;
- Students who develop their studies with a Trans-national educational partner and transfer to our Edinburgh campus for Level 3; and
- Mature students who have typically devoted time to employment and/or caring responsibilities prior to entry.

The variety of learner journeys is reflected in our admissions criteria.

Scottish Higher: BBBC (102 UCAS points)

A Level: BCC (104 UCAS points)

Irish Leaving Certificate: H2 H3 H3 H3 (102 UCAS points)

International Baccalaureate: 28 points

International: IELTS of 6.0 with no element lower than 5.5

Required subjects: Maths and English at S/Int2/N5/GCSE

Direct Entry

Year Two

HNC: HNC in a related subject with B in the graded unit

Scottish Higher: BC at Advanced Higher (88 UCAS points) in relevant subjects plus BB at Higher (54 UCAS points)

A Level: BBB in relevant subjects (120 UCAS points)

Year Three

HND: HND in a related subject with CB in the graded unit

For details of related HNC and HND courses, see www.qmu.ac.uk/college-qualifications.

Mature/Access: We welcome applications from mature students with relevant qualifications and /or experience. Mature applicants (over 21) may be admitted without the usual formal qualifications as long as they can demonstrate capability for sustained study [See related Access courses](#).

16. Support for students and their learning

The programme team prides itself on being approachable and attentive to all our students. This ethos blends well with the range of structured student support available, which includes:

- Personal Academic Tutors
- Student handbooks
- Access to Effective Learning Services, LRC, Hub and IT support
- Access to Student Services: careers, counselling, disability advice
- Representation through Student-Staff Consultative Committees

18. 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/>