MA Business and Management

Awarding institution	Bath Spa University
Teaching institution	Bath Spa University
	Global Banking School, HE Malta
School	Bath Business School
Main campus	Newton Park
Other sites of delivery	International House, Mdina Road, Mriehel. BKR 3000 Malta
Other Schools involved in delivery	Bath Spa University London
Name of award(s)	MA Business & Management
	MA Business & Management (Accounting)*
	MA Business & Management (Marketing)*
Qualification (final award)	MA
Intermediate awards available	PgCert, PgDip
Routes available	Single only
Duration of award	1 year full-time / (Ordinarily) 2 years part-time
Sandwich period	No
Modes of delivery offered	Campus-based
Regulatory Scheme [1]	Taught Postgraduate Framework

Professional, Statutory and Regulatory Body accreditation	N/A
Date of most recent PSRB approval (month and year)	N/A
Renewal of PSRB approval due (month and year)	N/A
UCAS code	N/A
Route code (SITS)	BMMA
Relevant QAA Subject Benchmark Statements (including date of publication)	Master's Degrees in Business & Management (June 2015)
Date of most recent approval	March 2016
Date specification last updated	January 2024

[1] This should also be read in conjunction with the University's Qualifications Framework

*Currently in discontinuation

Programme Overview

This programme enables graduates to gain a career-enhancing postgraduate management qualification that will equip them to become the business leaders of the future. The advanced programme of study develops commercial acumen, knowledge, business and professional skills. It is ideal for those wishing to secure a credible postgraduate Business & Management qualification. Prior work experience and a first degree in Business and Management are not essential, as the programme explores fundamental principles of business and management and strengthens employability skills.

Students will engage in the advanced study of a diverse range of organisations and the rapidly changing environments in which they operate both nationally and internationally. Students will enhance both their academic research skills and the practical management skills that they will need in order to manage human resources, complex organisational systems and the challenging issues affecting business in a rigorous, pragmatic and effective manner.

Programme Aims

1. Engage learners in a flexible and challenging programme of postgraduate business education that prepares them to flourish in senior roles in the global environment.
2. Equip students with a systematic, critical understanding of specialist and general theory of the changing business environment, to enable them to innovate and solve complex problems, thinking strategically and working across subject disciplines and borders.
3. Develop creative, reflective and resilient leaders, through professional and personal development – preparing learners to adapt to challenging environments, to create opportunities and overcome barriers
4. Empower learners to use a range of tools to communicate and collaborate; understanding and applying sophisticated digital technologies and expanding global professional networks.
5. Develop in depth understanding of the complex global forces which shape contemporary organisations - economic, social, ethical, political, ecological, technological and regulatory.
6. Create ethically-aware, independent critical thinkers who evaluate and challenge both the positive and negative effects of business and management practices, before making insightful judgements about their value and implications.
7. Encourage autonomous learning and original enquiry across a range of management disciplines.

Programme Intended Learning Outcomes (ILOs)

(NB These ILOs are at level 7 of the FHEQ)

A Subject-specific Skills and Knowledge

A1   The Business Environment: to critically analyse the interrelated complex global forces (economic, social, ethical, political, ecological, technological and regulatory) that shape contemporary organisations, and anticipate and discover new and emergent forces;

A2   Organisations: to systematically and critically interrogate the way a wide range of complex organisations work and the theoretical underpinning relevant to their inception, growth, development and decline;

A3   Strategy: to critically evaluate key strategic developments and approaches in a wide range of core business functions such as marketing, managing people, finance, governance and risk management, alongside the barriers to development and achievement of strategic aims and sustainability;

A4   Critically evaluate a range of international business and management related knowledge, practice, concepts, theories and methods, many of which will be at the forefront of academic and business practice;

B Cognitive and Intellectual Skills

B1   Apply established, new and emerging research techniques to discover, innovate and apply new knowledge in a range of core and specialist management functions, challenging accepted norms, and combining skills of critical analysis, evaluation and synthesis;

B2   Operate effectively individually and within a team, including as a leader, planning and executing a range of projects and tasks in a logical, intelligent and professional manner, critically reflecting on their own and others' performance and development;

B3   Source and manage relevant, and potentially large and complex data relating to a number of core business and management disciplines; make judgements on discrepancies and absences of data appropriately; and creatively and systematically translate those data and judgements into sound management decisions;

B4   Reflect critically and constructively on diverse and complex ethical and social dilemmas at a local, national and global level;

B5   Undertake substantial and sustained independent research that combines originality in the application of knowledge with a practical understanding of established techniques of research and enquiry in business and management.

C Skills for Life and Work

C1   Autonomous learning (including time management) that demonstrates the exercise of initiative, personal responsibility and decision-making in complex and unpredictable situations and the independent learning ability required for continuing professional development.

C2   Team working skills necessary to succeed in the global workplace, with an ability both to work in and lead teams effectively, as well as the ability to act autonomously in planning and implementing tasks at a professional or equivalent level.

C3   Communication skills that show the ability to communicate clearly to specialist and non-specialist audiences knowledge at, or informed by, the forefront of the academic discipline, field of study or area of professional practice, and the conclusions drawn from dealing with complex issues systematically.

C4   IT skills and digital literacy that demonstrate the ability to develop new skills to a high level and to approach complex issues systematically and creatively.

Intermediate awards

PgCert Intended Learning Outcomes

A Subject-specific Skills and Knowledge

A1   The Business Environment: to critically analyse a selection of the interrelated complex global forces (economic, social, ethical, political, ecological, technological and regulatory) that shape contemporary organisations, and anticipate and discover new and emergent forces.

A2   Organisations: to systematically and critically interrogate the way a sample of complex organisations work and the theoretical underpinning relevant to their inception, growth, development and decline.

A3   Strategy: to critically evaluate key strategic developments and approaches in a selection of core business functions such as marketing, managing people, finance, governance and risk management, alongside the barriers to development and achievement of strategic aims and sustainability.

A4   Critically evaluate a limited assortment of international business and management related knowledge, practice, concepts, theories and methods, many of which will be at the forefront of academic and business practice.

B Cognitive and Intellectual Skills

B1   Apply established, new and emerging research techniques to discover, innovate and apply new knowledge in a sample of core and specialist management functions, challenging accepted norms, and combining skills of critical analysis, evaluation and synthesis.

B2   Operate effectively individually and within a team, possibly including as a leader, planning and executing a range of projects and tasks in a logical, intelligent and professional manner, critically reflecting on their own and others' performance and development.

B3   Source and manage relevant, and potentially large and complex data relating to a number of core business and management disciplines; make judgements on discrepancies and absences of data appropriately; and creatively and systematically translate those data and judgements into sound management decisions.

B4   Reflect critically and constructively on example complex ethical and social dilemmas at a local, national and global level.

C Skills for Life and Work

C1   Autonomous learning (including time management) that demonstrates the exercise of initiative, personal responsibility and decision-making in complex and unpredictable situations and the independent learning ability required for continuing professional development.

C2   Team working skills necessary to succeed in the global workplace, with an ability both to work in and possibly lead teams effectively, as well as the ability to act autonomously in planning and implementing tasks at a professional or equivalent level.

C3   Communication skills that show the ability to communicate clearly to specialist and non-specialist audiences knowledge at, or informed by, the forefront of the academic discipline, field of study or area of professional practice, and the conclusions drawn from dealing with complex issues systematically.

C4   IT skills and digital literacy that demonstrate the ability to develop new skills to a high level and to approach complex issues systematically and creatively.

P g Dip Intended Learning Outcomes

A Subject-specific Skills and Knowledge

A1   The Business Environment: to critically analyse a wide range of the interrelated complex global forces (economic, social, ethical, political, ecological, technological and regulatory) that shape contemporary organisations, and anticipate and discover new and emergent forces.

A2   Organisations: to systematically and critically interrogate the way a range of complex organisations work and the theoretical underpinning relevant to their inception, growth, development and decline.

A3   Strategy: to critically evaluate key strategic developments and approaches in a range of core business functions such as marketing, managing people, finance, governance and risk management, alongside the barriers to development and achievement of strategic aims and sustainability.

A4   Critically evaluate a variety of international business and management related knowledge, practice, concepts, theories and methods, many of which will be at the forefront of academic and business practice.

B Cognitive and Intellectual Skills

B1   Apply established, new and emerging research techniques to discover, innovate and apply new knowledge in a selective array of core and specialist management functions, challenging accepted norms, and combining skills of critical analysis, evaluation and synthesis.

B2   Operate effectively individually and within a team, probably including as a leader, planning and executing a range of projects and tasks in a logical, intelligent and professional manner, critically reflecting on their own and others' performance and development.

B3   Source and manage relevant, and potentially large and complex data relating to a number of core business and management disciplines; make judgements on discrepancies and absences of data appropriately; and creatively and systematically translate those data and judgements into sound management decisions.

B4   Reflect critically and constructively on various and complex ethical and social dilemmas at a local, national and global level.

C Skills for Life and Work

C1   Autonomous learning (including time management) that demonstrates the exercise of initiative, personal responsibility and decision-making in complex and unpredictable situations and the independent learning ability required for continuing professional development.

C2   Team working skills necessary to succeed in the global workplace, with an ability both to work in and probably lead teams effectively, as well as the ability to act autonomously in planning and implementing tasks at a professional or equivalent level.

C3   Communication skills that show the ability to communicate clearly to specialist and non-specialist audiences knowledge at, or informed by, the forefront of the academic discipline, field of study or area of professional practice, and the conclusions drawn from dealing with complex issues systematically.

C4   IT skills and digital literacy that demonstrate the ability to develop new skills to a high level and to approach complex issues systematically and creatively.

Programme content

This programme comprises the following modules

Key:

Core = C

Compulsory = R (i.e., 'required')

Optional = O

Not available for this status = N/A

If a particular status is greyed out, it is not offered for this programme.

Subject offered as single programme

MA Business & Management				Status	
Level	Code	Title	Credits	Single	Joint
7	BM7012-15	Marketing Management	15	C	
7	BM7013-15	Financial & Management Accounting	15	C	
7	BM7019-15	Entrepreneurship	15	C	
7	BM7020-15	Managing People	15	C	
7	BM7037-15	Governance, Ethics & Risk Management	15	C	
7	BM7101-60	Research Project	60	R	
7	BM7046-15	Sustainability	15	C	
7	BM7047-15	International Business Management	15	C	
7	BM7048-15	Strategic Operations Management	15	C	

Assessment methods

A range of summative assessment tasks will be used to test the Intended Learning Outcomes in each module. These are indicated in the attached assessment map which shows which tasks are used in which modules.

Students will be supported in their development towards summative assessment by appropriate formative exercises.

Pl e ase note: if you choose an optional module from outside this programme, you may be required to undertake a summative assessment task that does not appear in the assessment grid here in order to pass that module.

Work experience and placement opportunities

The course makes significant use of simulated work experience strategies that require you to operate as if in a real-World work environment. This includes substantial opportunities for team-working and individual tasks, report-writing, presentations, project work and decision-making. The curriculum is enriched wherever possible by links with industry; for instance, assessments may be formed around real-life briefs provided by local, national or international organisations, who will work collaboratively with you to develop solutions to existing business problems or needs.

The programme provides for the opportunity to swap the dissertation with a 'Consultancy Project', whereby you will work with an existing or nascent business to undertake research related to an issue posed by the business; providing ideas, information and management advice. This will naturally further practical, work engagement skills alongside traditional academic, research skills.

Enhancing these opportunities are the offerings of the University's Careers and Employability team, who provide regular career and placement-specific workshops, as well as 1-to-1, dedicated advice sessions, to aid you source and secure formative work placement experiences throughout and after your studies at Bath Spa University.

Table of Additional Costs

Module Code & Title	Type of Additional Cost	Cost

Graduate Attributes

	Bath Spa Graduates…	In **MA Business & Management**, this means…
1	Will be employable: equipped with the skills necessary to flourish in the global workplace, able to work in and lead teams	By providing a credible programme that engages businesses, empowers students to work independently and in teams, and is enriched with employability opportunities provided centrally, your Master's degree will provide a solid foundation, and the networks, for you to succeed in the global workplace.
2	Will be able to understand and manage complexity, diversity and change	Working in multi-cultural teams on diverse, complex challenges, you will learn to recognise, analyse, plan and implement solutions, decisions and judgements to effect change.
3	Will be creative: able to innovate and to solve problems by working across disciplines as professional or artistic practitioners	Through exploring real-life and staged business problems in various disciplines, you will learn to think critically and creatively to solve issues and implement solutions.
4	Will be digitally literate: able to work at the interface of creativity and technology	By enabling you to engage with a range of digital resources across the programme. Innovative assessments will develop your ability to collaboratively learn, to contribute to online discussion boards, to participate in business simulations and to use multimedia to present your ideas.
5	Will be internationally networked: either by studying abroad for part of the their programme, or studying alongside students from overseas	Operating in a multi-cultural scholarly environment, and working with students from different countries and cultures, you will develop your intercultural awareness. Assessment opportunities to explore others' business and cultural environments will further this still, and provide you with a global network.
6	Will be creative thinkers, doers and makers	By encouraging you to generate creative and effective solutions to organisational problems ensuring you have the ability to analyse and criticise, using sound arguments; identifying and solving problems; weighing up options, evaluating risk and making and implementing decisions.
7	Will be critical thinkers: able to express their ideas in written and oral form, and possessing information literacy	Armed with current and critical awareness knowledge provided throughout the curriculum, and taught how to source, evaluate and critically employ methodologies and techniques, you will interpret and create original knowledge critically; synthesising your ideas, values, judgements and decisions in a myriad of innovative assessment formats.

8	Will be ethically aware: prepared for citizenship in a local, national and global context	By developing your skills of reflection and encouraging you to review, question and rethink your own values and assumptions in order to adjust and improve your awareness of ethical issues.

Modifications

Module-level modifications

Code	Title	Nature of modification	Date(s) of approval and approving bodies	Date modification comes into effect
BM7013-15	Financial Management and Accounting	Assessment change	approved by SQMC 13th November 2019	2020/21
BM7033-15	International Business Environment	Assessment change	approved by SQMC 13th November 2019	2020/21
BM7034-15	International Business Practice	Assessment change	approved by SQMC 13th November 2019	2020/21
BM7012-15	Marketing management	Assessment change	approved by SQMC 13th November 2019	2020/21
BM7019-15	Entrepreneurship	Assessment change	approved by SQMC 13th November 2019	2020/21
BM7037-15	Governance, Ethics and Risk Management	Assessment change	approved by SQMC 13th November 2019	2020/21
BM7036-15	Creative Enterprise: A new business venture	Assessment change	approved by SQMC 13th November 2019	2020/21
BM7043-15	Research Methods	New Module	approved by SQMC 13th November 2019	2020/21
ED7106-15	Introduction to Social Science Research Methods	Deleted Module	approved by SQMC 13th November 2019	2020/21
BM7302-15	Digital Marketing	Added as optional module	approved by SQMC 13th November 2019	2020/21
BM7044-115	Fashion Marketing	Added as optional module	approved by SQMC 13th November 2019	2020/21
BM7046-15	Sustainability	New Module	approved by SQMC 11th November 2020	2021/22
BM7302-15	Digital Marketing	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7012-15	Marketing Management	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7017-15	Marketing Communications	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7019-15	Entrepreneurship	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22

BM7020-15	Managing People	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7036-15	Creative Enterprise: A New Business Venture	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7043-15	Research Methods	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7044-15	Fashion Marketing	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7101/2/5-60	Dissertation/Consultancy Project	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7043-30	Placement/Work Based Learning Project	Module deleted	approved by Curriculum Committee 16th June 2021	2021/22
BM7103/4-60	Dissertation/Consultancy Project	Modules deleted	approved by Curriculum Committee 16th June 2021	2021/22
BM7032-15	Advanced Academic and Business Skills*	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7033-15	International Business Environment	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7034-15	International Business Practice	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7037-15	Governance, Ethics and Risk Management	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7032-15	Advanced Academic and Business Skills	Assessment modification	approved by Curriculum Committee 15th June 2022	2022/23
BM7101-60	Dissertation/Consultancy Project	Module renamed and redesigned as 'Research Project'	Curriculum Approval Panel December 2023	2024/25
BM7043-15	Research Methods	Core Module Deleted	Curriculum Approval Panel December 2023	2024/25
BM7047-15	International Business Management	New Core Module	Curriculum Approval Panel December 2023	2024/25
BM7048-15	Strategic Operations Management	New Core Module	Curriculum Approval Panel December 2023	2024/25
BM7019-15	Entrepreneurship	Module Status Changed from Optional to Core	Curriculum Approval Panel December 2023	2024/25
BM7046-15	Sustainability	Module Status Changed from Optional to Core	Curriculum Approval Panel December 2023	2024/25
BM7032-15	Advanced Academic & Business Skills	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25

BM7033-15	International Business Environment	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25
BM7034-15	International Business Practice	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25
BM7017-15	Marketing Communications	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25
BM7027-15	International Financial Management	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25
BM7036-15	Creative Enterprise: A New Business Venture	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25
BM7302-15	Digital Marketing	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25
BM7044-15	Fashion Marketing	Optional Module Deleted	Curriculum Approval Panel December 2023	2024/25

Programme-level modifications

Nature of modification	Date(s) of approval and approving bodies	Date modification comes into effect
New Pathway MA Business and Management (Extended) - Approved for academic year 2019-2020 only.	Oct 2019	Oct 2019
New Pathway MA Business and Management with Integrated Placement	Oct 2019	Oct 2019
Pathways discontinued - MA Business & Management (Entrepreneurship) MA Business & Management (International Business) MA Business & Management (Integrated Placement) MA Business & Management (Accounting) MA Business & Management (Marketing)	June 2021	Oct 2021
Programme Structure Modification	Curriculum Approval Panel December 2024	September 2024

Attached as appendices:

1. Programme structure diagram

2. Map of module outcomes to level/programme outcomes

3. Assessment map

4. Module descriptors

Appendix 1: Programme structure diagram

Single Honours, Bath Campuses		
Full-Time - September 2024 to September 2025		
Level 7		
Trimester 1	**Trimester 2**	**Trimester 3**
Core Modules		
BM7012-15 Marketing Management	BM7013-15 Finance and Management Accounting	BM7101-60 Research Project
BM7020-15 Managing People	BM7037-15 Governance, Ethics, and Risk Management	
BM7047-15 International Business Management	BM7046 Sustainability	
BM7048-15 Strategic Operations Management	BM7019-15 Entrepreneurship	
Rule Notes: N/A		

Single Honours, Bath Campuses		
Full-Time - February 2025 to January 2026		
Level 7		
Trimester 1	**Trimester 2**	**Trimester 3**
Core Modules		
BM7013-15 Finance and Management Accounting	BM7012-15 Marketing Management	BM7101-60 Research Project
BM7037-15 Governance, Ethics, and Risk Management	BM7020-15 Managing People	
BM7046 Sustainability	BM7047-15 International Business Management	
BM7019-15 Entrepreneurship	BM7048-15 Strategic Operations Management	
Rule Notes: N/A		

Single Honours, Bath Campuses		
Full-Time - September 2025 to September 2026		
Level 7		
Trimester 1	**Trimester 2**	**Trimester 3**
Core Modules		
BM7013-15 Finance and Management Accounting	BM7012-15 Marketing Management	BM7101-60 Research Project
BM7037-15 Governance, Ethics, and Risk Management	BM7020-15 Managing People	
BM7046 Sustainability	BM7047-15 International Business Management	
BM7019-15 Entrepreneurship	BM7048-15 Strategic Operations Management	
Rule Notes: N/A		

GBS Malta programme

Single Honours, Bath Campuses		
Full-Time - September 2025 to September 2026		
Level 7		
Trimester 1	**Trimester 2**	**Trimester 3**
Core Modules		
BM7012-15 Marketing Management	BM7013-15 Finance and Management Accounting	BM7101-60 Research Project
BM7020-15 Managing People	BM7037-15 Governance, Ethics and Risk Management	
BM7046-15 Sustainability	BM7019-15 Entrepreneurship	
BM7047-15 International Business Management	BM7048-15 Strategic Operations Management	
Rule Notes: N/A		

Appendix 2: Map of Intended Learning Outcomes

Level	Module Code	Module Title	Status (C,R,O) [2]	Intended Learning Outcomes												
				Subject-specific Skills and Knowledge				Cognitive and Intellectual Skills					Skills for Life and Work			
				A1	A2	A3	A4	B1	B2	B3	B4	B5	C1	C2	C3	C4
7	BM7012-15	Marketing Management	C	x		x	x		x		x		x	x	x	
7	BM7013-15	Financial & Management Accounting	C	x	x	x	x	x	x	x		x	x	x	x	x
7	BM7019-15	Entrepreneurship	C		x	x		x			x		x		x	
7	BM7020-15	Managing People	C	x	x	x	x	x			x	x	x	x		
7	BM7037-15	Governance, Ethics & Risk Management	C	x	x	x	x	x	x	x	x		x	x	x	
7	BM7101-60	Research Project	C	x	x	x	x	x	x	x	x	x	x		x	x
7	BM7046-15	Sustainability	C	x	x	x	x	x	x	x	x	x	x	x	x	x
7	BM7047-15	International Business Management	C	x	x	x	x	x	x		x	x	x	x	x	
7	BM7048-15	Strategic Operations Management	C		x	x		x	x		x	x	x	x	x	

[2] C = Core; R = Compulsory (ie required for this route); O = Optional

Appendix 3: Map of Summative Assessment Tasks by Module

MA Business and Management

Level	Module Code	Module Title	Status (C, R,O) [2]	Assessment method													
				Coursework						Practical					Written Examination		
				Reflection	Report	Essay	Timed assignment	Portfolio	Dissertation	Pitch	Practical Project	Seminar facilitation	Presentation	Poster presentation	Written Examination	In-class test	Timed Constrained Assessment
7	BM7012-15	Marketing Management	C		1x 4,000 words												
7	BM7013-15	Financial & Management Accounting	C														1 x Written Assessment
7	BM7019-15	Entrepreneurship	C		1x 4,000 words												
7	BM7020-15	Managing People	C		1x 4,000 words												
7	BM7037-15	Governance, Ethics & Risk Management	C												1x 4,000 word report		
7	BM7101-60	Research Project	C		1 x 3,000-4,000 word				1 x 14,500 word								
7	BM7302-15	Digital Marketing	C								1x 4000 words						
7	BM7046-15	Sustainability	C		1x 3,500 words												
7	BM7047-15	International Business Management	C		1x 4,000 words												
7	BM7048-15	Strategic Operations Management	C								1x 4,000 words						

[2] C = Core; R = Compulsory (ie required for this route); O = Optional