

MA Management Programme specification

Academic Year 2019/20

Contents

1. Overview
2. Why study this programme?
3. Programme aims and objectives
4. Relationship to other programmes
5. Learning outcomes
6. Learning and teaching strategy/ assessment methods (non-regulatory)
7. Programme structure
8. Distinctive features of the programme and other key information
9. Student support
10. Learning support facilities
11. Opportunities for personal development planning
12. Admissions criteria
13. Visas and immigration
14. Tuition fees and other course costs
15. Assessment and progression regulations
16. Awards criteria
17. Methods for evaluating and improving the quality and standards of teaching and learning
18. Curriculum map
19. Appendices

1. Programme Overview	
Full programme/award title(s)	MA Management
Short programme title	MAM
Fees	£18,500 (per year, subject to annual increase)
Faculty / School	Business & Management
Location of study	Regent's Park campus
Awarding institution	Regent's University London
Institution regulated by:	Office for Students, Quality Assurance Agency
Programme entry points	September 2019, January 2020
Date of initial/previous (re)validation	July 2018
Date of next revalidation	July 2023
Framework for Higher Education Qualification level of final award	Level 7
Number of credits in award	180 Credits
UCAS code	N/A
Underpinning QAA subject benchmark statements	Business and Management
Other external and internal references	Regent's University London Academic Regulations Regent's University London Learning, Teaching and Assessment Strategy QAA UK Quality Code for Higher Education AMBA (2016) MBM Accreditation Criteria, Association of MBAs
Professional, statutory or regulatory body recognition/accreditation	N/A
Mode of study (Full Time / Part Time)	Full time
Language of study	English

Minimum / Maximum duration of programme for each mode of study	Part time: N/A Full time: Students may start the programme in either January or September. If you begin in September, the programme is 12 months, while a programme starting in January will last for 16 months. Minimum: 1 year Maximum*: 2 years beyond normal completion period * in exceptional circumstances only, refer to Regent's University London Academic Regulations for details
Date of production / revision of this programme specification	January 2019
2. Why study this programme? We want to make sure that you have chosen the right programme to study and that you are excited about studying your programme at Regent's. The MA Management aims to produce managers and business specialists with a significant understanding of the major areas of knowledge that underpin general management. It brings together management and leadership theories, practice and values, and features a recurring emphasis on business simulation to reinforce application and practice. There is a holistic emphasis on developing your personal approach towards management and leadership practice. You will have the choice of three pathways in Leadership & Change, Finance or Marketing, plus a choice of elective modules, enabling you to follow a more self-directed path. We aim to equip you with the essential business and life skills that will enable you to contribute effectively in your future career. You will be supported to unlock your potential as a manager in addressing conflict, adapting your leadership style to changing conditions, and working with different people individually or in teams. You will learn from academic staff with considerable industry and/or consultancy experience. Practical business insight is underpinned by visiting lecturers, external associates and practitioners (senior managers or industry leaders) bringing contemporary workplace experience to your learning. The programme is designed for students who have studied a business-related subject at undergraduate level and who have a more general interest in management. It is also appropriate for students who have not studied business and management before, but have had some social science coursework in their previous education.	

Our approach to teaching and learning is focused on a developmental experience for students, and aims to be stimulating, applied, practical, challenging and reflective. Learning integrates technical knowledge, critical thinking and people-oriented skills. We view managers as individuals who can provide clear purpose and direction to others, inspire trust, communicate clearly, develop and support individual and team members, and be a catalyst for change.

3. Programme aims and objectives

This is a guideline to the main features of the programme. It includes the overall aims and objectives and what you might achieve and be able to demonstrate if you take full advantage of the learning opportunities provided.

The MA Management aims to prepare individuals to become effective managers and leaders who are successful learners, confident individuals and responsible citizens through:

- **The advanced understanding and study of individuals**, their leadership and people management effectiveness, their personal branding and the changing external context in which they operate with consideration of leadership styles and management practices.
- **Preparation** for a career in management and leadership by developing **portfolios of relevant knowledge, attributes, skills** and competences at a professional level.
- **Developing the ability** to apply knowledge and understanding of managing personal responsibility in developing excellence, self-direction, initiative and ethical awareness.
- **An approach** to teaching and learning that facilitates nurturing and emphasises a personal responsibility in developing excellence, self-direction, initiative and ethical awareness.
- **Developing lifelong learning skills, confidence, reflective capability** (reflecting on the nature of their study) **and personal development** on the practice of holistic management and leadership to be able to become catalysts of change in society.

Prospective careers

- General management
- Creating new ventures
- Management consultancy
- Interim management

4. Relationship to other programmes and awards

Sometimes programmes share modules or have other connections to other programmes. This is a guide to whether this is applicable for your programme.

This is a standalone programme, although it shares a number of elective modules with other postgraduate programmes.

5. Learning outcomes

This is a guide to the more specific knowledge and skills you will gain at each level of the programme if you take full advantage of the learning opportunities available to you.

A. Knowledge and understanding

[A1]	Demonstrate a systematic understanding and knowledge of management and other relevant business disciplines required to be an effective manager.
[A2]	Demonstrate an understanding of current management theoretical and methodological approaches and how these affect the way business management knowledge and thinking are interpreted in managerial practice.

B. Skills

[B1]	Develop critical responses to current / existing business management theoretical discourse, methodologies and practices.
[B2]	Demonstrate the ability to analyse, distil and solve practical business management problems, in complex situations, through critical evaluation and sound judgement.
[B3]	Demonstrate flexibility and creativity in the application of knowledge in unfamiliar and ambiguous contexts; managing uncertainty and complexity and demonstrate an ability to synthesise ideas and information in innovative ways.
[B4]	Competency in essential practical skills to autonomously adapt performance and capabilities in multiple contexts.
[B5]	Demonstrate an understanding of the implementation of typical performance management and evaluation of people processes.
[B6]	Incorporate a critical ethical dimension to their studies, managing the implications of ethical and cross cultural issues and work proactively with others to formulate solutions.
[B7]	Develop the ability for critical self-evaluation and reflection based on constructive feedback
[B8]	Identify, evaluate and develop competencies and qualities to support effective interpersonal communication skills in a range of complex, ambiguous and specialised / generalised contexts.
[B9]	Further develop skills associated with working and delivering as part of a team.

6. Learning and teaching strategy/ assessment methods (non-regulatory)

This is a guide to what academic opportunities will be available to you to help you achieve the overall aims and objectives of the programme as listed under section 3 and the intended learning outcomes listed under section 5. It is also a guide to what assessment methods will be used to test your achievement of the intended learning outcomes. While exciting learning opportunities will be offered, at University-level, there is a greater emphasis on you engaging with your education in a more pro-active way. In order to meet the full intended learning outcomes of the programme, you will be expected to study independently, participate in class discussions, book extra time in the studios, ask for support in academic skills if required and engage with Personal Tutors.

The learning and teaching strategy of the programme is informed by the Regent's University London Learning, Teaching and Assessment Strategy 2015-2020.

Regent's is committed to providing high-quality, personalised education to develop internationally-aware, innovative and employable graduates, equipping them with the skills and attributes to be global leaders in their fields and ventures. The programme prepares students for future employment by ensuring coverage of those major areas of knowledge which underpin general management. The programme offers:

- A personalised student experience
- Interactive and inclusive learning
- Assessment appropriate for learning
- A focus on a student's individual skills and attributes
- Development of cultural agility, flexibility and the ability of our graduates to compete strongly in the global labour market.

Formative activities and summative assessments

The programme aims to offer inspiring and innovative assessments that provide a stimulating learning environment, foster critical thinking, develop confidence and give you insights into your own development and growth.

Formative activities are used for developmental purposes and are designed to help you learn more effectively through feedback on your progress and on how it can be improved and/or maintained. Summative assessments are used to determine your success in meeting the intended learning outcomes of a module.

Teaching and learning methods

You will gain critical knowledge and understanding of analysis, interpretation, synthesis and evaluation of management and leadership challenges. You will be introduced to a range of contrasting theoretical perspectives and current practices in management and leadership. Teaching, learning and assessment methods include seminars, structured workshops, outbound management and leadership event, simulations, experiential sessions, case study analysis, group / team work, individual and group tutorials. There is much emphasis on student self-directed study, crucially in the Dissertation / Business Project.

External specialists / guest speaker and events

This is an essential element in teaching and learning for each module, to ensure that the content reflects contemporary issues. To enable you to experience a broader understanding of critical concepts, modules are augmented by guest academics and/or practitioners who will contribute to learning development through:

- Simulations and interactive workshops
- Facilitation of structured workshops
- Guest lectures
- Complex case-study material
- Resources for seminars and group-work
- Insight sessions

You are expected to fully participate in these events.

Dissertation or Project

You will be asked by week 9 of the first term to complete a form detailing your broad research topic or summative project. The subject of the Dissertation or Project should be related to your chosen pathway. Every attempt will be made to match the supervisor's expertise with the student's chosen topic. You are strongly encouraged to reflect on your topics and discuss with your Research Methods module leader.

You may choose to complete a traditional dissertation OR a business project linked to your chosen pathway. A dissertation is an in-depth study into a topic which involves the generation of original data, analysis and critical thinking around the topic and any theoretical underpinning. A business project is more focused on a specific issue or situation in a known business or organisation and may be seen as more practical and applicable and less theoretically based, though both are equally intellectually rigorous. Full details of the alternatives are available in module handbooks.

Capstone workshops

Capstone workshops include up to five 3-hour capstone topical sessions. These will be offered separately for project or dissertation between weeks 4 and 13 in Term 2. Workshop sessions are prepared ahead of the academic period in which they are delivered, and some changes are inevitable. *Note:* Students who have selected projects are encouraged to attend dissertation workshops in addition to their project workshops in case their project does not materialise.

Breakdown of teaching methods by percentage

The following breakdown is a guide to how much time you will spend using each teaching and learning method. The exact amount of time spent in taught/practical lessons or self-study will depend on the elective modules that you take.

• ‘Taught’ learning typically refers to timetabled sessions led by a member of academic staff, such as lectures, seminars and tutorials • ‘Practical’ sessions are also timetabled and led by an academic member of staff, but are focused on learning through experience, e.g. role plays, simulations, field trips, studio or laboratory work • ‘Self-Study’ is time dedicated to self-directed learning that is guided by your own requirements to further your studies and complete assignments. This could include preparation for class, background reading, research and preparation for assessments, and writing.	
Taught	20%
Practical	20%
Self-Study	60%
Programme management and teaching staff The programme is managed by the Head of Programmes (MA International Business and MA Management) and assisted by a Deputy HOP. Staff are, in general, educated to masters or doctoral level. Exceptions are where particular specialist skills are required and are covered by fractional posts or visiting lecturers. All levels of academic seniority teach on the programme. Our lecturers have a high-level of academic experience, as well as familiarity with the industry. Staff have worked in a range of business and management fields, in a variety of roles, and have published in a range of academic journals, authored books and industry publications. We also welcome guest lecturers to provide insight into the latest developments in the industry. Each student is allocated a Personal Tutor, who will meet you on a one-to-one basis at various stages throughout the academic year and provide guidance and advice to support your ongoing personal and professional development throughout your entire studies at Regent’s University London. Dr Mikko Arevuo is the Head of Programme and Dr Michael Talalay is the Deputy Head of Programme.	
Breakdown of assessment by percentage per level	
Written exams	20%
Practical exams	10%
Coursework	70%

Alternative forms of assessment

Students with student support agreements may be offered an alternative form of assessment. When this is the case, the University's Disability Guidelines for Alternative Forms of Assessment are followed.

Ethical approval of research

All research conducted within and outside the University by students at Regent's University London must be approved by the Faculty/Institute Research Ethics Review Panel prior to its commencement. This will include, but is not limited to, all research involving human or other living participants, and all experiments, investigations and procedures involving human or other living participants, or data relating to such living entities.

7. Programme structure

This is a guide to the overall structure of your programme such as term dates, assessment periods and what core modules will be delivered each year.

To complete your programme, you will need to achieve 180 credits for a postgraduate degree. You will study a number of modules across your programme, which will each have a credit value. On successfully passing each of these modules, you will gain credits that count towards the 180 credit total needed for your degree.

One credit equates to 10 notional hours, which is the average time a student will take to achieve the specified learning outcomes. So if a module is worth 10 credits, then you would expect to spend 100 hours studying this. These will not all be taught hours. You will receive guidance and instruction through lectures, seminars, etc., but you will also need to engage in self-study. A percentage breakdown of teaching contact hours and self-study required on this programme is indicated in the section above.

On a postgraduate degree programme, you can usually expect to study 180 credit per level (or year), with no more than 80 credits per term. Assessment periods are included within the terms.

You will normally complete your programme over 3 terms. For September starters, the academic terms run September-December and January-May. For January starters, terms run January-May and September-December.

Normal teaching hours take place Monday–Friday, 09.00–19.00.

Programme Structure - LEVEL 7

Core modules	Credits
Financial Analysis for Managers	10
Marketing for Managers	10
Operations Management	10

Research Methods	20
Strategy and Decision Making	20
Total core module credits	70
Pathway modules	
<i>Finance pathway:</i>	
Business Analytics	10
Corporate Finance and Financial Markets	20
Financial Strategy and Investment	10
<i>Leadership & Change pathway:</i>	
Change Management	10
Leadership	20
Managing Complexity	10
<i>Marketing pathway:</i>	
Digital Marketing	10
Global Marketing Management	10
Marketing Communications Strategy	20
Total pathway module credits	40
Elective modules (subject to availability)	
Coaching	10
Entrepreneurship and Innovation	10
Family Business	10
Private Equity and Venture Capital	10
Social Media and Analytics	10
Sustainability for Managers	10
Technology and Innovation	10
Total elective module credits	10
Capstone module	
Dissertation / Project	60
Total capstone module credits	60
Total credits for Level 7:	180
Exit awards and learning outcomes achieved (if appropriate)	
Exit awards	

Award of MA Management having successfully completed 180 credits in the programme. This includes passing the five core modules (70 credits), three pathway modules (40 credits), one elective (10 credits) and the Dissertation/Business Project (60 credits).

The method for determining final classification is based on a credit weighted average method of the total module marks (TMM). A student obtaining a credit weighted average mark of at least 50% will be receive a pass. A student obtaining a credit weighted average mark of at least 60% will be considered for a Level 7 award with Merit. A student obtaining a credit weighted average mark of at least 70% will be considered for an award with Distinction.

If for any reason a student is unable to complete the full MA programme, then the following exit awards may be available, on submission of documented extenuating circumstances to the final exam board:

- Postgraduate Certificate in Higher Education (minimum 60 credits)
- Postgraduate Diploma in Higher Education (minimum 120 credits)

8. Distinctive features of the programme and other key information

This is a guide to anything else you may need to know about your programme, including anything that may seem a bit unusual or different to similar programmes in other institutions.

Individualised learning - you will specialise in one of three pathways: Finance, Leadership & Change or Marketing) and choose from a selection of elective modules across the PG suite. You will also have the choice of undertaking either a Business Project or a Dissertation to complete the degree.

Holistic approach – there is an emphasis on developing your personal approach to management and leadership practice, based on your individual qualities

Experiential simulations – the programme has a recurring emphasis on practical business scenarios to reinforce the application of principle and theory.

Expert insight - to enhance the practical business focus, you will attend guest lectures and workshops given by external associates and practitioners (senior managers or industry leaders)

Practitioner (applied) focused approach – you will learn from academic staff with considerable industry/consultancy experience.

Group work and team work – this is a common occurrence in coursework and co-curricular activities, underpinning the philosophy and aims of the programme.

Professional endorsement and membership. MAM students are eligible for the Chartered Management Institute (CMI) dual award accredited extended level 7 Diploma in Strategic Management and Leadership at no extra cost. You should request and register for this award in the beginning of your studies. A CMI diploma is awarded to registered students on successful completion of the MAM degree (subject to final approval by CMI

verifiers / assessors). CMI registration provides student membership and access to the Institute's online resources and selected events during your time at Regent's. Students studying the Business Analytics elective module may obtain a joint certificate of attendance SAS-Regent's for the software learnt during the module.

9. Student support

We want you to make the most of your time at Regent's and we also know that sometimes life at university can be hard. We can give you the support and you need, on academic study, language skills, careers, disabilities, mental health, gender, sexuality, finance and many other issues.

Regent's Student Hub will be the first port-of-call for the majority of your needs. Staff in the Hub can either deal with your enquiry directly or point you to one of our services for more support. Our support services include:

- Personal tutor scheme
- Student Services
- Academic Skills
- English for Academic Purposes
- Careers advice, including placements
- Disability support
- Accommodation
- Student Union

For more information about life at Regent's and the services visit:

regents.ac.uk/information/student-life/for-current-students

10. Learning support facilities

Regent's offers a variety of different facilities and technologies to support your studies. These include lecture theatres, seminar rooms, the library, IT labs and specialist software.

If you require support or advice with regard to accessing campus facilities, please speak with our disability support officer, so we may address your concerns.

regents.ac.uk/information/student-life/for-current-students/disability-information

The Library at Regent's supports teaching and learning at the University. Our relevant and extensive collections, flexible study spaces and knowledgeable staff can help you achieve your academic goals. During term time, the Library is open until late in the evenings. During busy exam periods, it is open 24/7. Most areas are fully accessible to people with disabilities and wherever there are challenges we work with individual(s) to overcome, rearrange or support to facilitate good and safe access.

Regent's uses Blackboard as its virtual learning environment (VLE), where you will find learning materials and content for your modules. You will also submit your coursework online and receive feedback through Blackboard.

MyRegent's is a free app and web dashboard which contains Regent's email, degree programme timetable, module information and more. You will be able to download it for Apple or Android devices or access it at my.regents.ac.uk once you have enrolled with us. Regent's has IT labs where you can use our computers and there are dedicated areas for you to use your own laptops and tablets. The campus has free Wi-Fi, including most areas of our extensive gardens, so any area can be adapted into a student study space. Regent's is a member of the Eduroam network, so you can connect to this service to access Wi-Fi worldwide.

For more about Regent's learning resources, visit:
regents.ac.uk/about/learning-resources

11. Opportunities for personal development planning

Careers support

All students benefit from an initial consultation with a careers adviser in their first weeks on campus. Based on your individual interests you will, guided by your adviser, develop knowledge and networks in relevant sectors and roles. You will be encouraged to team up with like-minded individuals to build communities centred on shared interests.

You will have access to the vacancies shared by our business relations team on the Student Hub, as well as multiple other resources, and help with making applications for internships and graduate roles in the UK and beyond. Students who have not identified an area of interest are offered guidance consultations to enable decision-making.

A variety of workshops throughout the year will help you succeed at every stage of the selection process, including CV and cover letter writing, interview (including video interviews) and assessment centre preparation, networking, LinkedIn and psychometric testing. Support with individual applications is available.

Students who wish to start their own business will be invited to work in The Hive (see below).

Students looking to complete a consultancy project, such as a capstone, receive support in developing practical consultancy skills, as well as help with sourcing suitable projects. This offer is tailored with sector relevant information to reflect subject specialisms (e.g. fashion, design, business).

All postgraduate students are given the opportunity to be paired with a mentor throughout the duration of their course, as part of our long-running joint alumni/careers mentoring scheme. You will be matched (wherever possible) with mentors whose careers or interests overlap with your, but experience has shown that diverse pairings often offer the best results.

Each term a number of masterclasses (held by industry specialists), seminars, networking events and meetups are organised on campus. They offer an invaluable opportunity to find

out about employment prospects in different industries and business sectors and to develop a professional network.

At our hiring breakfasts, employers who currently seek students via the Student Hub vacancy board (internships, placements, or graduate jobs) are introduced to (and given the opportunity to interview onsite) students directly.

In addition to regular face-to-face contact with our expert staff, we offer a wide range of online resources including VoIP (e.g. Skype) appointments to help you in your job search. These include advice sheets, videos and self-assessment tools. All this is accessible on the Student Hub to current students and alumni.

The Hive

The Hive is a workspace and community for both current students and alumni, which offers a full suite of services, including start-up advice, masterclasses, careers advice, student consultancy services and a bookable hot desk environment for start-ups. There is also support with graduate entrepreneurship visas if required.

The Hive offers a collaborative environment in which careers and enterprise advice happens in a live working environment, allowing knowledge and opportunities to flow between its users. It aims to break down barriers between job seekers and creators, learners and staff, changing the way our learners relate to the University and develop their career skills.

12. Admissions criteria

A Regent's education provides you with a high level of personal attention, and this begins from the moment you apply to study with us. We want to understand who you are and what your skills and interests may be – we are interested in your potential, as well as your prior achievements. We review each application comprehensively and on its individual merit, considering all of your skills, interests and attributes.

Level 7 entry

Typically, we will make an offer to a student holding at least a minimum lower second class (2:2) UK honours undergraduate degree with evidence of some coursework related to business and management (especially social science) from a recognised institution. Other equivalent international qualifications from recognised institutions will be accepted.

We also invite applications from candidates who do not meet the essential entry criteria outlined above. In order to be accepted for exceptional entry, you must submit a personal statement (not to exceed 1000 words) explaining your motivation for applying to the programme and how your previous coursework and any prior work experience has prepared you for a postgraduate degree in business and management. You also would need to be prepared to be interviewed by a Postgraduate Admissions Panel.

English language requirements

We require proof of English proficiency. For example, we ask for:

- IELTS: Overall score of 6.5, with 6.0 or above in all 4 component parts
- A-level/GCSE/IGCSE English: grade C / 4 or above (for IGCSE certificates, please provide the Supplementary Certifying Statement with the breakdown of component grades)
- On-campus diagnostic test. For more information contact admit@regents.ac.uk

Or equivalent.

This list is not exhaustive, we will review the English qualifications you have as part of your application and be in contact if we require anything further.

We offer a range of courses that can help to improve your English language proficiency. Please see the website for more details:

regents.ac.uk/study/short-courses/english-courses-london

For more information, see the How to Apply tab under each programme on our website.

You can find our Admissions Policy and Admissions Appeals and Complaints Policy at:

regents.ac.uk/about/governance/academic-governance/academic-governance-documents

13. Visas and immigration

At Regent's, you will be part of a truly international community, with the opportunity to make friends and contacts from around the world.

If you require a visa to study in the UK, please visit the Visas and Immigration page on the website:

regents.ac.uk/study/international-students/visas-and-immigration

14. Tuition fees and other course costs

For students enrolling on the MA Management programme, the annual fee for the academic level/year in 2019/20 is £18,500 paid in equal instalments over the first two terms.

Tuition fees are set by the University's Board of Trustees for each financial year, which runs from 1 August to 31 July. Therefore your annual fee will rise each year/level. The maximum increase per year for existing students is based on the Consumer Price Index (CPI) inflation rate, plus a maximum of 3%.

To secure your place at Regent's you will need to pay a deposit. These are currently set at:

Home/EU students advance deposit on tuition fees: £1,000 (non-refundable*)

Non-EU advance deposit on tuition fees: £4,000 (non-refundable*)

Fees are normally payable once a term and are due two weeks before the start of term. They can be paid through our online portal. Payment plans are available for eligible new and returning students. For more information visit the Pay Fees page on our website: regents.ac.uk/study/how-to-pay/pay-fees-online-and-payment-plans#close

Our current Payment Terms and Conditions are available at: regents.ac.uk/study/how-to-pay/payment-terms-conditions#close

There are a number of ways to help fund your studies through scholarships, bursaries and student loans. For more information, visit our Scholarships, bursaries and funding page at: regents.ac.uk/study/scholarships-funding-and-bursaries#

London is an expensive place to live so it is important to ensure that you can afford to stay here for the duration of your studies. In addition to your tuition fees, you will have expenses such as accommodation, food, bills, transport, clothes, socialising, books and other material costs. If you would like to discuss the financial impact of studying at Regent's then please contact us: regents.ac.uk/about/contact-us

One of your main financial outlays will be your accommodation. There are three types of accommodation available to choose from. We offer limited accommodation on campus at competitive prices, off-campus accommodation at Urbannest, or you could choose private accommodation which we can help you find. For more detail on accommodation please see our website: regents.ac.uk/study/accommodation

No additional costs will be levied on students during the programme. If you choose to join the CMI, your first year of membership is paid by the Faculty. The Faculty also covers all costs associated with the Strategy Management Simulation weekend.

Reading lists will be made available and texts may be purchased from a wide range of suppliers at an additional cost.

* If you decide you no longer want to study at Regent's, refunds of deposits and fees can only be granted in limited circumstances. For more information, see our Refund Policy (subject to review) at: regents.ac.uk/study/how-to-pay/refunds-policy

15. Assessment and progression regulations

You will be assessed on how well you are achieving the intended learning outcomes at different stages throughout your time of study at Regent's. This will include a variety of methods as described under Section 6 above.

In order to continue with your studies, there are minimum requirements to be met in order to progress to the next level of your programme. The current progression regulations are published within the Academic Regulations on our website at the link below. These are subject to review and amendment each year. We will let you know if there are any major changes to the regulations that may affect you.

regents.ac.uk/about/governance/academic-governance/academic-regulations.

You will be provided with guidelines on what you need to achieve in each assessment to ensure you receive a good mark. A generic description of each grade is available at:

regents.ac.uk/about/regents-teaching-exchange/learning-teaching/assessment-framework

Before admission to the dissertation module you will need to have successfully completed the Research Methods module and will be allowed to trail up to 20 credits.

16. Award criteria

To qualify for your intended postgraduate award, you must obtain 180 credits at Level 7.

For further details on award requirements, please see the Academic Regulations, available at on our website at the link below. The regulations are subject to review and amendment each year. We will let you know if there are any major changes to the regulations that may affect you.

regents.ac.uk/about/governance/academic-governance/academic-regulations

17. Methods for evaluating and improving the quality and standards of teaching and learning

All quality assurance policies and procedures are found in the University Academic Regulations. The current versions are available at the link below. The regulations are subject to review and amendment each year. We will let you know if there are any major changes to the regulations that may affect you.

regents.ac.uk/about/governance/academic-governance/academic-regulations

Regent's University London operates a number of institutional processes for ensuring and enhancing its academic quality standards. These include: programme (re)validations, programme modifications, programme monitoring, student feedback systems and external examining.

Programme (re)validations

The University has a formal process to approve a new programme or reapprove an existing programme of study. This involves a panel of academics from within and outside Regent's to ensure that your programme is of appropriate academic standard and of a high quality.

Programme modifications

We listen to your feedback and make changes to your programme as appropriate. You will be consulted on any significant changes to your programme which may affect the outcomes of your study. All changes to programmes or modules are subject to approval through Regent's academic governance structures.

Programme monitoring

In order to ensure programmes continue to meet their academic and professional aims and objectives, Heads of Programme are required to prepare an Annual Monitoring Report

(AMR). The reports include module feedback as well as external examiner reports and responses.

Student feedback systems

Students play a key role in the University's processes for enhancing the quality of its educational provision and broader student experience. There will be multiple ways for you to provide feedback on your experiences at module level, programme level, through student representatives and at Programme Committees. Student representatives are elected and sit on institutional level committees such as Senate. Final year undergraduate students (Level 6) will be invited to take part in the National Student Survey (NSS).

External examiner reports

External examiners ensure that Regent's standards and quality processes are appropriate and are of a standard comparable to those of other Higher Education Institutions. There are two types of external examiners. One reviews subject level assessment and the other reviews institutional level processes and attends the Progression and Finalist Boards.

An annual external examiner report is produced at the end of every academic year at levels 5, 6 and 7. These are made available to students through the annual monitoring reports which are published online and are submitted to programme committees.

18. Curriculum map

This table indicates which study units assume responsibility for delivering the learning outcomes detailed in Section 5.

Module	A1	A2	B1	B2	B3	B4	B5	B6	B7	B8	B9
Research Methods	x		x	x		x			x		
Marketing for Managers	x	x	x		x	x			x		X
Financial Analysis for Managers	x	x	x	x	x		X	X	x	x	X
Operations Management	x	x	x	x	x	x		X	x	x	X
Strategy & Decision-Making	x	x	x	x		x	X	X	x	x	X
Leadership	x	x	x		x	x		X	x	x	
Change Management		x		x	x	x		X	x	x	
Managing Complexity	x		x			x	X		x		
Financial Strategy & Investment	x		x	x					x		X
Business Analytics	x	x		x		x			x		X
Corporate Finance & Financial Markets		x	x			x	X			x	

Marketing Communications Strategy	x			x	x						X
Digital Marketing	x	x	x	x	x	x		X	x	x	
Global Marketing Management	x		x	x		x		X	x		
Dissertation / Project	x	x	x	x					x		

Appendix A

Overview of Programme Structure

(Core/**Pathway**/*Elective*)

LEADERSHIP & CHANGE PATHWAY Autumn Start

Term 1	Research In Practice (20 Credits)	Operations Management (10 Credits)	Leadership (20 Credits)	Managing Complexity (10 Credits)	60 Credits	
Term 2	Strategy & Decision Making (20 Credits)	Financial Analysis for Managers (10 Credits)	Marketing For Managers (10 Credits)	Change Management (10 Credits)	Elective (list A) 10 Credits	60 Credits
Term 3	Dissertation or Project (60 Credits)			60 Credits		

LEADERSHIP & CHANGE PATHWAY Spring Start

Term 1	Research In Practice (20 Credits)	Strategy & Decision Making (20 Credits)	Operations Management (10 Credits)	Change Management (10 Credits)	60 Credits	
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Term 2	Marketing For Managers (10 Credits)	Financial Analysis for Managers (10 Credits)	Leadership (20 Credits)	Managing Complexity (10 Credits)	Elective (list B) (10 Credits)	60 Credits
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Term 3	Dissertation or Project (60 Credits)		60 Credits
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FINANCE PATHWAY Autumn Start

Term 1	Research In Practice (20 Credits)	Financial Analysis for Managers (10 Credits)	Corporate Finance & Financial Markets (20 Credits)	Business Analytics (10 Credits)	60 Credits
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Term 2	Strategy & Decision Making (20 Credits)	Operations Management (10 Credits)	Marketing For Managers (10 Credits)	Financial Strategy & Investment (10 Credits)	<i>Elective (list A)</i> 10 Credits	60 Credits
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Term 3	Dissertation or Project (60 Credits)	60 Credits
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FINANCE PATHWAY Spring Start

Term 1	Research In Practice (20 Credits)	Strategy & Decision Making (20 Credits)	Financial Analysis for Managers (10 Credits)	Financial Strategy & Investment (10 Credits)	60 Credits
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Term 2	Marketing For Managers (10 Credits)	Operations Management (10 Credits)	Corporate Finance & Fin Markets (20 Credits)	Business Analytics (10 Credits)	<i>Elective (list B)</i> (10 Credits)	60 Credits
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Term 3	Dissertation or Project (60 Credits)	60 Credits
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MARKETING PATHWAY Autumn Start

Term 1	Research In Practice (20 Credits)	Marketing For Managers (10 Credits)	Marketing Communic'n Strategy (20 Credits)	Digital Marketing (10 Credits)	60 Credits
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Term 2	Strategy & Decision Making (20 Credits)	Operations Management (10 Credits)	Financial Analysis for Managers (10 Credits)	Global Marketing Management (10 Credits)	<i>Elective (list A)</i> 10 Credits	60 Credits
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Term 3	Dissertation or Project (60 Credits)	60 Credits
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MARKETING PATHWAY Spring Start

Term 1	Research In Practice (20 Credits)	Strategy & Decision Making (20 Credits)	Marketing For Managers (10 Credits)	Global Marketing Management (10 Credits)	60 Credits
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Term 2	Operations Management (10 Credits)	Financial Analysis for Managers (10 Credits)	Marketing Communic'n Strategy (20 Credits)	Digital Marketing & Analytics (10 Credits)	<i>Elective (list B) (10 Credits)</i>	60 Credits
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Term 3	Dissertation or Project (60 Credits)			60 Credits
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Appendix B

Electives

	LEADERSHIP & CHANGE Pathway	FINANCE Pathway	MARKETING Pathway
List A Spring	Coaching	Coaching	Coaching
	Sustainability for Managers	Sustainability	Sustainability
	Social Media Marketing and Analytics	Social Media Marketing and Analytics	Social Media Marketing and Analytics
	Family Business	Family Business	Family Business
	Global Marketing Management	Change Management	Change Management
	Financial Strategy and Investment	Global Marketing Management	Financial Strategy and Investment
	Private Equity and Business Capital	Private Equity and Business Capital	Private Equity and Business Capital
List B Autumn	Entrepreneurship and Innovation	Entrepreneurship and Innovation	Entrepreneurship and Innovation
	Technology and Innovation	Technology and Innovation	Technology and Innovation
	Business Analytics	Digital Marketing	Business Analytics
	Digital Marketing	Managing Complexity	Managing Complexity

Appendix C

Assessment calendar													
	1	2	3	4	5	6	7	8	9	10	11	12	13
Research Methods					✓							✓	
Marketing for Managers									✓				
Financial Analysis for Managers									✓				✓
Operations Management													✓
Strategy & Decision-Making						✓					✓		
Leadership								✓			✓		
Change Management												✓	
Managing Complexity											✓		
Financial Strategy & Investment									✓				✓
Business Analytics											✓		
Corporate Finance & Financial Markets								✓					✓
Marketing Communications Strategy							✓				✓		
Digital Marketing												✓	
Global Marketing Management												✓	
Coaching											✓		
Private Equity & Venture Capital									✓				✓
Sustainability for Managers												✓	
Social Media Marketing & Analytics												✓	
Family Business													✓
Entrepreneurship & Innovation										✓			
Technology and Innovation											✓		
Project / Dissertation (Term 3)													✓

Appendix D

Key dates in the academic calendar

Week commencing	Event
30 September 2019	Induction and Registration
7 October 2019	Classes commence
23 Dec 2019 – 5 Jan 2020	Break/Self-study/Revision
6 January 2020	Final Assessment and Exam Week
13 January 2020	Induction and Registration
20 January 2020	Classes commence
6 April – 3 May 2020	Break/Self-study/Revision
4 May 2020	Final Assessment and Exam Week
11 May 2020	Final Assessment and Exam Week
18 May – 5 July 2020	Dissertation Project
6 July 2020	Dissertation Project / Final Assessment and Resit Exam week
13 July – 13 September 2020	Dissertation Project
14 September 2020	Dissertation Project Submission due on 14 September 2020