REGENT'S
UNIVERSITY LONDON

MA Management
Programme specification

Academic Year 2022/23

Contents

1. Programme Overview	
Full programme/award title(s)	MA Management (Finance) MA Management (Leadership & Change) MA Management (Marketing)
Short programme title	MAM
Fees	Please see the tuition fees on the Regent's University London website (https://www.regents.ac.uk/admissions/tuition-fees)
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 January
Date of initial/previous (re)validation	September 2019
Date of next revalidation	September 2024
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	Chartered Management Institute
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
Date of production / revision of this programme specification	May 2022

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. To help students to develop an appreciation of the 6Ps – the major 3Ps are Purpose, People, Practices; the minor 3Ps are Perspectives, Problem-Solving, Processes.

The programme build on the ethos and philosophy of the 6Ps in helping students to be global leaders/catalyst of change. E.g. the metaphor of a 'Seed' to 'Tree' formation. Student start as 'seed' then though their cultivation, self-discovery, with the nurturing and support of Regent's experience/staff and P.R.I.D.E.* in their studies thus enabling them to build a foundation to grow into a strong tree/pillar in their environment/community in their lives.

*P.R.I.D.E. = Personal Responsibility In Developing Excellence, our course tutors also take Personal Responsibility In Delivering Excellence (PRIDE) in their role.

We provide training opportunity and learning on business and life essential skills to enable students to be able to reinforce, apply and practice what they have learnt through business simulations, experiential projects, task workshops, continuous professional development workshop, Chartered Management Institute, Continuous Professional Development workshops, participating in co-curricular activities and competitions etc.

In summary the MA Management with pathways in Leadership & Change, Finance and Marketing programme will help you unlock your potential as a person and equip you with the knowledge, skills and resilience to become a future global leader and changemaker in addressing conflict, adapting your leadership style to changing conditions, and working with different people individually or in teams.

You'll gain an advanced understanding of leadership styles and effective people management techniques. Simulation workshops and exercises will train you to successfully apply core business principles in practice. Our holistic approach will enable you to develop your own personal management and leadership style based on your individual qualities and core values/principles in managing complexity.

Specifically:

- The Leadership and Change pathway will teach you how to recognise and maximise new opportunities, and effectively respond to cultural shifts and technological advances.
- The Finance pathway combines specialist financial knowledge with practical management skills. You will learn how to analyse financial information, manage risk and access the complex dynamics of global markets.
- The Marketing pathway offers a sophisticated understanding of business from a marketing perspective. You'll examine a range of marketing functions and learn to build integrated strategies that respond to the constant changes in society.

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 the undergraduate level and who have a more general interest in management. It programme is also appropriate for students who have not studied business and management before, but have had some social science coursework in their previous education. Students with strong prior business education and more specialised interests may wish to consider our MSc programmes and the MA Luxury Brand Management.

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 of MAM graduates includes:
- Private and public sector management
- Social enterprise
- Management consulting
- Family business
- Start-up entrepreneur
- Business development
- Change agent/strategist

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 / Project (Business Project/Business Start-up project).

External specialists / guest speaker and events
This is an element in the teaching and learning methods that will be used to provide academic and practitioner support for each module. To ensure that the course content reflects contemporary issues and enables students to experience a broader understanding of critical concepts, modules are augmented by guest academics and/or practitioners who will contribute to learning development by way of:

- Simulations and interactive workshops
- Facilitation in structured workshops
- Lectures by guest speakers
- Complex case-study material
- Resources to consult within student seminar or group-work
- Guest speakers outside the context of the module
- Insights sessions

You are expected to fully participate in these events.

MGT709 Dissertation / MGT770 Business Project (Business Project/Business Start-up project) Supervision
First semester students would be asked by week nine of their first semester to complete a form detailing their broad research topic that will be examined during their programme – Dissertation / Project and their supervisor choice. The subject of the Dissertation should be related to that student's chosen pathway. Every attempt will be made to match the supervisor's expertise with the student's research topic. Students are strongly encouraged to reflect on their topics and discuss with their 'Research Methods' Module Leader.

You may choose to complete a traditional dissertation linked to your chosen pathway or a Project (Business Project/Business Start-up project). 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, whereas the ability to change and be different is the essence of a business start-up project. The energy, excitement and sense of possibility runs throughout start-ups, as well as a feeling that anything could happen. A start-up mentality can include existing businesses, as long as they operate with the same attitude on which they were founded. Key principles to think about may include fast-pace scenarios, founder abilities/skills, sourcing of funding, global view, growth, limitations, new/innovative, problem-solving, registered business, team culture, uncertainty and experimentation as well as a sense of volatility; things can change on a day-to-day basis. Risk and failure are central to start-ups – with so many ideas and concepts being tried out, some will work and some would not. Both the dissertation or Project (Business Project/Business Start-up project) are equally intellectually rigorous. Full details of the alternatives are available in module handbooks.

Capstone workshops
Capstone workshops include up to three 3-hour capstone topical sessions. These will be offered separately for dissertation/project (Business Project/Business Start-up project) between weeks 4 and 10 in semester 2. These indicated workshops sessions are prepared ahead of the academic period. As a result, some changes are inevitable. *Note:* Students who have selected project (Business Project/Business Start-up project) are encouraged to attend the dissertation workshops in addition to their project workshops in case their project or start-up 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 Director of Content. Teaching 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.	
Breakdown of assessment by percentage per level	
Written exams	20%
Practical exams	10%
Coursework	70%

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 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 and a summer capstone module term. For January starters, terms run January-May and September-December and a Spring capstone module term.

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

Programme Structure - LEVEL 7	
Core modules	**Credits**
FIN7C2 Financial Analysis for Managers	10
MKT7B6 Marketing for Managers	10
MGT7A1 Operations Management	10
MGT707 Research Methods	20
STG701 Strategy and Decision Making	20

Total core module credits	70
Pathway modules	
Finance pathway:	
BUS750 Business Analytics	10
FIN7A1 Corporate Finance	20
FIN7C3 Financial Strategy and Investment	10
Leadership & Change pathway:	
MGT7A3 Change Management	10
MGT705 Leadership	20
MGT7A2 Managing Complexity	10
Marketing pathway:	
MKT7B8 Digital Marketing & Analytics	10
MKT7B9 Global Marketing Management	10
MKT7B7 Marketing Communications Strategy	20
Total pathway module credits	**40**
Elective modules (subject to availability)	
HRM730 Coaching (Spring)	10
EMG740 Private Equity &Venture Capital (Autumn)	10
STM702 Sustainability for Managers (Spring)	10
MKT7A5 Social Media Marketing and Analytics (Spring)	10
BUS760 Family Business (Spring)	10
MGT720 Entrepreneurship and Innovation (Autumn)	10
MGT7A4 Technology and Innovation (Autumn)	10
STM701 Green Business (Spring)	10
HRM740 Diversity &Migration Management (Spring)	10
Total elective module credits	**10**
Capstone Modules	
MGT709 Dissertation / MGT770 Business Project	60
Total Capstone Modules	**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/ Project (Business Project/Business Start-up 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 Project (Business Project/Business Start-up 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 level 7 Diploma in Strategic Management and Leadership Practice 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 around 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 yours, 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.

12. Admissions criteria

Details of the University's entry requirements can be at https://www.regents.ac.uk/policies

Our Admissions Policy and Admissions, Appeals and Complaints Policy can also be found at the link above.

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

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

Please see the Tuition fees page on the Regent's University website (https://www.regents.ac.uk/admissions/tuition-fees).

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.

15. Assessment and progression regulations

You will be assessed on how well you are achieving the intended leaning 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. They are reviewed at Faculty and Institutional level, and are published on the University intranet under the Quality webpage where student are able to view these.

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
MGT707 Research Methods	✓		✓	✓		✓			✓		
MKT7B6 Marketing for Managers	✓	✓	✓		✓	✓			✓		✓
FIN7C2 Financial Analysis for Managers	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓

	1	2	3	4	5	6	7	8	9	10	11
MGT7A1 Operations Management	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
STG701 Strategy and Decision-Making	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
MGT705 Leadership	✓	✓	✓		✓	✓		✓	✓	✓	
MGT7A3 Change Management		✓		✓	✓	✓		✓	✓	✓	
MGT7A2 Managing Complexity	✓		✓			✓	✓		✓		
FIN7C3 Financial Strategy and Investment	✓		✓	✓					✓		✓
BUS750 Business Analytics	✓	✓		✓		✓			✓		✓
FIN7A1 Corporate Finance		✓	✓			✓	✓				✓
MKT7B7 Marketing Communications Strategy	✓			✓	✓			✓			✓
MKT7B8 Digital Marketing & Analytics	✓	✓	✓	✓	✓	✓		✓	✓	✓	
MKT7B9 Global Marketing Management	✓		✓	✓		✓		✓	✓		
HRM730 Coaching	✓							✓	✓	✓	
EMG740 Private Equity &Venture Capital	✓	✓	✓	✓	✓	✓			✓	✓	✓
STM702 Sustainability for Managers		✓	✓	✓				✓			✓
MKT7A5 Social Media Marketing and Analytics		✓		✓		✓					
BUS760 Family Business	✓		✓	✓				✓	✓		
MGT720 Entrepreneurship and Innovation	✓				✓	✓		✓	✓		✓
MGT7A4 Technology and Innovation	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
HRM740 Diversity &Migration Management											
STM701 Green Business											
MGT709 Dissertation / MGT770 Business Project	✓	✓	✓	✓					✓		

Appendix A

Overview of Programme Structure

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

LEADERSHIP & CHANGE PATHWAY Autumn Start

Term 1	MGT707 Research Methods (20 Credits)	MGT7A1 Operations Management (10 Credits)	MGT705 Leadership (20 Credits)	MGT7A2 Managing Complexity (10 Credits)	60 Credits

Term 2	STG701 Strategy and Decision Making (20 Credits)	FIN7C2 Financial Analysis for Managers (10 Credits)	MKT7B6 Marketing For Managers (10 Credits)	MGT7A3 Change Management (10 Credits)	*Elective (list A) 10 Credits*	60 Credits

Term 3	MGT709 Dissertation or MGT770 Business Project (60 Credits)	60 Credits

LEADERSHIP & CHANGE PATHWAY Spring Start

Term 1	MGT707 Research Methods (20 Credits)	STG701 Strategy and Decision Making (20 Credits)	MGT7A1 Operations Management (10 Credits)	MGT7A3 Change Management (10 Credits)	60 Credits

Term 2	MKT7B6 Marketing For Managers (10 Credits)	FIN7C2 Financial Analysis for Managers (10 Credits)	MGT705 Leadership (20 Credits)	MGT7A2 Managing Complexity (10 Credits)	*Elective (list B) (10 Credits)*	60 Credits

Term 3	MGT709 Dissertation or MGT770 Business Project (60 Credits)	60 Credits

FINANCE PATHWAY Autumn Start

Term 1	MGT707 Research Methods (20 Credits)	FIN7C2 Financial Analysis for Managers (10 Credits)	FIN7A1 Corporate Finance (20 Credits)	BUS750 Business Analytics (10 Credits)	60 Credits

Term 2	STG701 Strategy and Decision Making (20 Credits)	MGT7A1 Operations Management (10 Credits)	MKT7B6 Marketing For Managers (10 Credits)	FIN7C3 Financial Strategy and Investment (10 Credits)	*Elective (list A) 10 Credits*	60 Credits

Term 3	MGT709 Dissertation or MGT770 Business Project (60 Credits)	60 Credits

FINANCE PATHWAY Spring Start

Term 1	MGT707 Research Methods (20 Credits)	STG701 Strategy and Decision Making (20 Credits)	FIN7C2 Financial Analysis for Managers (10 Credits)	FIN7C3 Financial Strategy and Investment (10 Credits)	60 Credits

Term 2	MKT7B6 Marketing For Managers (10 Credits)	MGT7A1 Operations Management (10 Credits)	FIN7A1 Corporate Finance (20 Credits)	BUS750 Business Analytics (10 Credits)	*Elective (list B) (10 Credits)*	60 Credits

Term 3	MGT709 Dissertation or MGT770 Business Project (60 Credits)	60 Credits

MARKETING PATHWAY Autumn Start

Term 1	MGT707 Research Methods (20 Credits)	MKT7B6 Marketing For Managers (10 Credits)	MKT7B7 Marketing Communications Strategy (20 Credits)	MKT7B8 Digital Marketing **&** Analytics (10 Credits)	60 Credits

Term 2	STG701 Strategy and Decision Making (20 Credits)	MGT7A1 Operations Management (10 Credits)	FIN7C2 Financial Analysis for Managers (10 Credits)	MKT7B9 Global Marketing Management (10 Credits)	*Elective (list A) 10 Credits*	60 Credits

Term 3	MGT709 Dissertation or MGT770 Business Project (60 Credits)	60 Credits

MARKETING PATHWAY Spring Start

Term 1	MGT707 Research Methods (20 Credits)	STG701 Strategy and Decision Making (20 Credits)	MKT7B6 Marketing For Managers (10 Credits)	MKT7B9 Global Marketing Management (10 Credits)	60 Credits

Term 2	MGT7A1 Operations Management (10 Credits)	FIN7C2 Financial Analysis for Managers (10 Credits)	MKT7B7 Marketing Communications Strategy (20 Credits)	MKT7B8 Digital Marketing and Analytics (10 Credits)	*Elective (list B) (10 Credits)*	60 Credits

Term 3	MGT709 Dissertation or MGT770 Business Project (60 Credits)	60 Credits

Appendix B

Electives

	LEADERSHIP & CHANGE Pathway	FINANCE Pathway	MARKETING Pathway
Spring Semester (Fall starter students) – a choice of 8 electives	HRM730 Coaching STM702 Sustainability for Managers MKT7A5 Social Media Marketing and Analytics BUS760 Family Business STM701 Green Business HRM740 Diversity & Migration Management MKT7B9 - Global Marketing Management FIN7C3 - Financial Strategy and Investment	HRM730 Coaching STM702 Sustainability for Managers MKT7A5 Social Media Marketing and Analytics BUS760 Family Business STM701 Green Business HRM740 Diversity & Migration Management MGT7A3 - Change Management MKT7B9 - Global Marketing Management	HRM730 Coaching STM702 Sustainability for Managers MKT7A5 Social Media Marketing and Analytics BUS760 Family Business STM701 Green Business HRM740 Diversity &Migration Management MGT7A3 - Change Management FIN7C3 - Financial Strategy and Investment
Fall Semester (Spring starter students) – a choice of 5 electives	EMG740 Private Equity &Venture Capital MGT720 Entrepreneurship and Innovation MGT7A4 Technology and Innovation BUS750 – Business Analytics MKT7B8 – Digital Marketing and Analytics	EMG740 Private Equity &Venture Capital MGT720 Entrepreneurship and Innovation MGT7A4 Technology and Innovation MGT7A2 – Managing Complexity MKT7B8 – Digital Marketing and Analytics	EMG740 Private Equity & Venture Capital MGT720 Entrepreneurship and Innovation MGT7A4 Technology and Innovation MGT7A2 – Managing Complexity BUS750 – Business Analytics