Programme specification: Management MSc with elective integrated professional placement

Academic Year:	2026/2027	
Degree Awarding Body:	The University of Bradford	
Main Location:	City Campus	
Subject Benchmark:	Masters in Business and Management (Quality Assurance Agency 2019)	
Qualifications Framework:	HE Qualifications of UK Degree Awarding Bodies (FHEQ: QAA 2024)	
Target Degree Award(s):	Master of Science (MSc) Management	[FHEQ Level 7] or
	MSc Management (with Professional Placement)	[FHEQ Level 7]
Intermediate Awards:	Postgraduate Diploma (PGD) or Postgraduate Certificate (PGC)	[FHEQ Level 7]
Programme Admissions:	UK and international	
Programme Start Month:	September or January	
Course Mode of Study:	12 months full-time (September intake)	
	15 months full-time (January intake)	
	15-18 months full-time (September intake with professional placement)	

The MSc Management or MSc Management (with Professional Placement) awards are recognised to provide exemptions by **The Association of Chartered Certified Accountants (ACCA)**. This means that by successfully completing the programme, students are eligible for credit towards professional examinations.

Please note: The University has a set of terms and conditions for all students accepting an offer to study on a course here at Bradford. This is called the Student Contract. This document sets out the Terms and Conditions which apply when an offer of a place on a programme of study at the University of Bradford is accepted. **View our Student Contract for further details**. Information about this programme and its modules has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but changes may occur given the interval between publishing and commencement of teaching. Any change which impacts the terms and conditions of an applicant's offer will be communicated to them.

Minor Modifications Schedule

1. July 2025: Annual Changes for the 2025 academic year, including changes to academic regulation.
2. May 2026: Annual changes for 2026 entry including changes to modes of study.
3. November 2026: Formatting corrections

Programme Overview

The School of Management aims to provide programmes that educate students as a manager and business specialist and thus improve the quality of management as a profession. The Master's in

Management, with or without Professional Placement, is designed to provide students with the necessary knowledge and skills business and management as well as to reflect best practice and innovative thinking and research, in order to enhance their utility and employability in this field. The programme cultivates the ethos of an engaging and inclusive learning community that is responsive to different learning styles and allows each student to develop to their full potential. The opportunity of completing a 10-credit professional placement module will enable you to apply what you have learnt in your modules to a real-life organisation, where you will gain hands-on experience to enhance your knowledge, skills and employability.

The Master's in Management is grounded in the main concepts and theories that focus on key elements of business and management and views from a strategic perspective. Experts from all School of Management research centres contribute to this programme. The programme is commensurate with the UK QAA Benchmark for a Type 2 (Career Entry) Master's Degree in Business and Management and is suitable for students from a wide range of backgrounds with first degrees in any subject from an approved university, or an acceptable professional qualification.

The aim is to produce fully rounded managers by combining a detailed treatment of subjects concerned with the management of organisations including finance, accounting, strategy, operations management and human resource development. Throughout this programme, students will have opportunities to develop research and analytical skills, real-life problem-solving capacities, and the personal and interpersonal skills needed to succeed prepare individuals for employment. This programme will appeal to those who wish to adopt a multidisciplinary approach to their studies and are seeking exposure to the widest possible range of business disciplines.

On graduation from this programme students will have developed a portfolio of work that demonstrates competence and employability and will thus be well-placed to access a range of career opportunities in management either nationally or internationally. Therefore, graduates from this programme will be able to contribute to business and society as a whole whilst applying the highest professional standards and will be capable of identifying their own professional development requirements. Equipped with the skills, knowledge and critical faculties required to operate and thrive in the contemporary business environment, these graduates will be ideally placed to pursue a financial management career in business and commerce.

The School of Management is dynamic with a diverse and active Faculty and wider University. It arranges numerous events and opportunities each semester beyond the taught modules to engage with not only academic but also policy and practitioner events and issues. These include invited speakers, seminars, workshops, activities and conferences. Further, there are many opportunities to take part in exciting extra-curricular activities. The Faculty's own Career Booster professional development programme will offer opportunities to advance intellectual and employability skills (e.g. critical thinking, communication, team work, problem solving).

This MSc degree programme offers exemptions from professional examinations in the UK and internationally for the Association of Certified Chartered Accountants (ACCA). This means you can save time and money if you choose to pursue certification after completing this course. Exemption details can be found on the **ACCA Exemptions Calculator** website.

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Programme Aims

This programme is intended to:

A1. Develop management professionals with a sound theoretical understanding of organisational activities and the complexities that arise in the management of these as a consequence of the interrelationships that exist between them.

A2. Develop students competence in a range of analytical and personal skills necessary to enable them to make an effective and immediate contribution to the performance of an organisation in a range of functional areas.

A3. Develop a critical awareness of the current issues affecting the discipline and embed the knowledge, skills and expertise to assist organisations in achieving a sustainable business future.

A4. Help those with knowledge and expertise in other disciplines to make the transition to the business and management world and assist them in developing their existing skills and knowledge within the business and management context.

A5. Provide the knowledge and skills to assist students to take an active role in their future development as professional managers in a dynamic and changing global environment and to contribute effectively to their chosen profession.

The professional placement opportunity is designed to:

A6. Help students to apply and synthesise theoretical and practical learning gained on a range of modules to a real-life organisation and business problem by undertaking professional placement, wherein hands-on experience shall help to further enhance knowledge, skills and employability.

Programme Learning Outcomes

Students eligible for the FHEQ Level 7 Degree award of Master of Science in Management will be able to:

1. Explain the context in which organisations conduct their business and how the business environment influences strategic and operational decision making in a national and international context.

2. Describe in detail the functional activities of a business and the difficulties and management complexities that arise because of the interrelationships that exist between them.

3. Effectively communicate complex ideas clearly, both orally and in writing to a broad range of recipients.

4. Critically discuss the importance and organisational role of a specific business function and the way these affect the overall business.

5. Synthesise and critically appraise emerging information and knowledge using quantitative and qualitative techniques to generate creative solutions to a range of business problems.

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6. Develop solutions to complex business problems through the application of appropriate theoretical models, frameworks and decision support techniques.

7. Develop original solutions to complex problems, and to work cooperatively with others providing ethical leadership in effecting change.

8. Develop the knowledge and skills required to practice as a professional manager through critical self-awareness and reflective practice skills.

9. Design, conduct and manage research into a range of business and management issues/activities to inform the development of business strategies.

Additionally, to be eligible for the FHEQ Level 7 Degree award of Master of Science in Management (with Professional Placement), students will be able to:

10. Apply theoretical knowledge to the context of the placement organisation to understand complex problems and identify areas for business development.

Assessment Strategy

The assessment strategy for this programme is based on principles of constructive alignment, diversity and inclusion. It employs a well-developed range of formative and summative assessments tasks which are designed to help students to develop and demonstrate knowledge and understanding as well as a skill set in accordance with the learning outcomes for the programme overall and for specific modules. Our overall strategy aims to develop ability to succeed in a global context, and to assist individuals to take effective roles within them in a balanced and diverse range of assessment tasks.

The formative assessment strategy includes monitoring student's learning throughout each semester, using a range of class and seminar activities, personal tutors, project supervision and a variety of coursework, including essays, reflective notes, literature reviews, oral or audio-visual presentations, and group and individual tasks for which formative feedback is given.

The programme is summatively assessed by a mixture of written examinations, assessed coursework, case studies, group projects and [multimedia] presentations. Assessment is integrated with learning and teaching to support and demonstrate achievement of the learning outcomes for individual modules and the programme as a whole.

Learning outcomes 1, 2, 3, 4, 5 and 6 are focused on the acquisition of knowledge and the application of subject skills. They are assessed by a mixture of closed book examinations and individual pieces of coursework and group work, including [multimedia] presentations.

Learning Outcomes 7, 8, and 9 are focused on the transferable skills that are so important to employability, such as communication, practical creativity and self-awareness. They are assessed by a mixture of individual coursework, group coursework, individual and group presentations (including multi-media), examination and individual coursework.

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The dissertation is a capstone module assessing all learning outcomes 1-9. The dissertation involves carrying out an extended piece of written work involving an original and in-depth investigation of a programme-specific issue.

Learning Outcome 10 is exclusively focused on the professional placement that students can prepare for. The outcome looks at the application of knowledge and transferable skills developed during the programme to an organisation, and a reflection of their skills and employability development. Students are assessed by an individual written report. The taught modules and dissertation that students will complete prior to the placement module will enable students to develop key skills that will enable them to be successful on the placement: critical thinking, teamworking and communication, as well as familiarity with the mode of assessment used on the Professional Placement module.

Learning and Teaching Strategy

This programme aims at integrating applied and theoretical knowledge with assessment processes that test both knowledge of the discipline and understanding of its application and limitations. The learning and teaching strategy put significant emphasis on the development of analytical, practical and interpersonal skills. Throughout the programme, students will be actively engaged in a diverse range of learning activities designed to develop your capacities for thoughtful analysis and reflective practice. Teaching on the programme will take different formats and will be directed, supported and reinforced through a combination of formal lectures, staff/student led group tasks and discussions, simulations, personal research and guided self-study, tutorials, seminars and directed reading. Sessions may be delivered weekly or in blocks.

Small Group sessions will use case studies and simulations with formative feedback given in class. Students will be guided to suitable primary and secondary data sources and be required to conduct research and presentation exercises. These activities will all be further supported by the use of a virtual learning environment.

In addition to learning within modules, personal academic tutors will support individual academic development, by helping in analysing learning needs, developing appropriate learning strategies that enable students to reflect on their own progress. Building many and varied opportunities to engage with and learn from each other into the programme is integral to fostering an inclusive learning environment. University wide there is support available for students for academic skills, information literacy and programming language learning.

The Career Booster Week and the Careers and Employability Service (CES) will also provide students with the opportunity to prepare for employment; for example, by providing support for CV and cover letter writing and providing hands-on opportunities to develop transferable skills such as critical writing, report writing, training in particular software such as Sage accounting software.

In relation to Equality, Diversity and Inclusion (EDI), the Programme will be aligned to the faculty's and wider university's objectives. The team have experience in and will work with students who require reasonable adjustments; they will be supportive in enabling the student to meet the learning outcomes for the course. Adjustments will be made for students with disabilities on an

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individual basis to ensure inclusion in the process of searching for a placement and during the placement. For students with a Learning Support Profile (LSP), support will be enabled through access to the Disability Services and Learner Support Services. Student feedback will be formally obtained as per university regulations.

In terms of reviewing the Programme's Equality, Diversity and Inclusion (EDI) contributions, we will have Annual Programme Monitoring wherein we will be able to look at EDI and issues that need to be addressed. Student feedback will be formally obtained as per university regulations via a student survey, Student Staff Liaison Committees, UoB student voice sessions. We will further seek periodic feedback from our students mainly via mid-semester surveys/focus groups every term to get feedback on the course, additional support/interventions needed and employment ambitions.

The key value the Professional Placement module provides is enhancing student employability via direct work experience. The skills developed on the taught modules and the dissertation will provide students with a varied skillset to approach the placement successfully which includes critical thinking, teamworking and problem solving. Academics will explore employer/industry networks, members of advisory boards and the alumni network with the aim of inviting them to speak to students by helping them to prepare for the working world as well as to identify any potential placement opportunities their organisations may have. The Module Leader will coordinate all activities to improve the possibility of students finding a suitable placement. In line with this, support for students will begin in Semester 1 and continue into Semester 2.

Placement and Study Abroad Options

This programme provides the option for students to undertake a work placement and/or period of study abroad. Placements are a fantastic way of building on the professional skills developed during the programme and boosting students' practical industry experience prior to graduating. Students wishing to take this option can register directly for, or can transfer to, the placement variant of the programme. Equally, study abroad opportunities can be very valuable in giving students experience of academic and/or business contexts in other countries.

Placement
The Professional Placement module runs after the taught modules and dissertation have been completed. Placements can be paid or unpaid. International students can do the placement in their home countries or abroad, and our placements are compatible with UK Student Visa requirements. Students wishing to take the Professional Placement can register on or transfer to the Professional Placement route.

The onus is on the students to find a placement. Nevertheless, some support will be provided by the University and students will have various opportunities to develop their employability skills and subsequently enhance their ability to find a placement. For instance, employability will be embedded in the programme where students will have the opportunity to apply theory to practice, work in teams with the ability to develop their leadership, project management, critical thinking and communication skills. Students will also have a Module Leader who will support the student during their placement, conduct a placement visit to establish an understanding of how the student is

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progressing in their placement role, as well as ensure the student and employer are clear on what requirements students need to fulfil to pass the module and assessment prior to the placement commencing. For students doing a placement overseas or internationally, this visit will be done online.

The 3-month professional placement will help students to be industry-ready, preparing them to take leadership roles in the future. Students on 3-month placements will present for assessment in January after it has concluded, and if successful will graduate in that summer.

If an employer wishes to offer a 6-month placement then the student can take this option; the course only requires the fulfilment of a 3-month placement. In most cases successful students taking 6-month placements will also be able to graduate in the summer following their placement. See the **Student Journey Table 1** that follows for a summary overview.

Students on the placement route will be registered on the module **MAR7513-A Professional Placement** (NSYR) and select one Semester 2 option.

Since the Professional Placement module runs between September and December, which is after the Dissertation module, students will be given up until the end of May to confirm whether they have found a placement. For those students who have found a placement, by this stage they will need to provide a letter of confirmation of the placement offering and the Module Leader, with the support of the Careers and Employability Service, will need to approve the placement. If students have not secured a placement by the end of May, they will be automatically enrolled onto the 10-credit module SIB7506-A (International Masters Summer School) in addition to their chosen optional module to meet the credit requirements of the Masters degree.

Further information about **internships and placements** is published on the University's website.

Study Abroad
This programme does not include a formal study abroad component. However, students on either route can choose to study abroad for Semester 2 at specified approved partner Universities. This “study abroad semester” is a cost- and time-effective way of getting international experience alongside your education.

Any student wishing to study abroad for a semester should first contact the International Opportunities Team to explore the opportunities and funding in place and, secondly, the Faculty Exchange Coordinator to check if the available options and relevant modules are in line with the University requirements. Following these checks, the International Opportunities Team and the Faculty Exchange Coordinator will liaise with the relevant Programme Leader to validate the modules and the semester exchange. Further information about **study abroad opportunities** is published on the University’s website.

The list of Study Abroad Semester partners is a subset of the Study Abroad partners offered and changes year-to-year depending on the curriculum offered. This option can be available ONLY if the modules offered by the host institution allow the student to meet the learning outcomes of the Bradford Programme Stage.

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The semester exchange requires students to study only modules suitable to the Bradford programme stage when abroad. Therefore, all modules selected for the exchange will have to be mapped to the Bradford programme learning outcomes and be approved by the Programme leader in Bradford in advance of the exchange. During the exchange, if the student needs to change the modules, this can only be done after approval of the Bradford Programme Leader. If the student fails a module abroad, the student must explore the possibility of re-taking any exams at the host university and immediately inform the International Opportunities Team and the Faculty Exchange Coordinator.

During the exchange, students will have support from the relevant University services. All credit successfully obtained whilst on study abroad semester will count towards the final MSc award.

Student Journey

Each student receives the same amount of teaching time and research time regardless of which route or when they start, but the order of modules and expected graduation will be different.

Table 1: Modes of Study Compared

Management MSc Route	Year 1 Period 1	Year 1 Period 2	Year 1 Period 3	Year 2 Period 1	Year 2 Period 2	Year 2 Period 3
September Full-Time	Semester 1 Modules	Semester 2 Modules	Summer and Research	Submit Dissertation and Graduate	-	-
January Full-Time	-	Semester 2 Modules	Summer	Semester 1 Modules and Research	Submit Dissertation (March)	Graduate (July)
September Full-Time with Placement	Semester 1 Modules	Semester 2 Modules	Summer and Research	Submit Dissertation and Start Placement	End of Placement (Dec-Mar)	Graduate (July)

Curriculum

Table 2: MScs in Management Core Modules FHEQ Level 7:

Module Code	Module Title	Credit	Period	Which MSc?
SIB7501-B	Strategic Management	20	Sem 1	Both
MAR7501-B	Marketing Planning and Strategy	20	Sem 1	Both
OIM7503-A	Operations Management	10	Sem 1	Both
AFE7504-A	Business Economics	10	Sem 1	Both
HRM7505-B	Human Resource Development	20	Sem 2	Both
EAE7502-B	Global Technology and Innovation Management	20	Sem 2	Both
MAR7513-A	Professional Placement	10	NsYear	Professional Placement only

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The Master's degree in Management is built on a foundation of advanced business and management modules from across the School of Management. Students may register directly for the Professional Placement route or switch to it before the start of Semester 2 (January).

MSc Management at the University of Bradford also provides the opportunity for granular personalised learning and specialism.

- Students on the Management route will select 2-3 options within 20 credits available in Semester 2. This programme offers the Summer School as attendance only (Z) which allows you to select a third taught Semester 2 module within your 20 available credits. You may not study SIB7506-A and SIB7507-Z together.
- Students on the placement route will be registered on the core module MAR7513-A Professional Placement (NsYear) and select one Semester 2 option within 10 credits. It is not possible to select the International Masters Summer School and the Professional Placement together; students whose placement does not materialise in time will be registered for SIB7506-A to complete the credit requirements of the degree.

Table 3: MScs in Management Option Modules (FHEQ Level 7)
Select options within 20 credits, or take MAR7513-A Placement and a 10-credit option:

Code	Module Title	Credit	Period	Selection
SIB7506-A	International Master's Summer School	10	Sem 3	Option 1
AFE7511-A	Accounting and Finance	10	Sem 2	Option 2
AFE7513-A	Corporate Finance	10	Sem 2	Option 3
EAE7501-A	Entrepreneurship and Innovation	10	Sem 2	Option 4
SIB7504-A	Cross Cultural Management	10	Sem 2	Option 5
SIB7505-A	Corporate Social Responsibility	10	Sem 2	Option 6
SIB7510-A	Global Corporate Governance	10	Sem 2	Option 7
SIB7507-Z	International Master's Summer School (attendance only)	0	Sem 3	Option

The International Masters Summer School is not available for Professional Placement route students. It is not permitted to combine study of any of MAR7513-A, SIB7506-A and SIB7507-Z.

The final stage involves the completion of the Dissertation which is an extended piece of written work involving an original and in-depth investigation of a programme-specific issue. The Dissertation module stands for 60 credits and also includes a block of taught teaching on research methods. Research methods will provide students with the necessary training to enable a systematic understanding of elements such as research contribution, research design, data collection and quantitative analysis methods, which will assist them in completing their own individual research project.

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Students entering the programme full-time in September are due to submit their dissertation after 12 months. Students entering the programme in January are due to submit their dissertation after 15 months.

Table 4: MScs in Management Dissertation (FHEQ Level 7)

Code	Module Title	Credit	Period	Availability
MAL7501-E	Dissertation	60	NsYear	September start submit the following September
MAL7501-E	Dissertation	60	NsYear	January start submit the following March

Assessment, Continuation and Award Regulations

This programme follows the Assessment, Continuation and Award regulations for postgraduate taught courses published on the University's Website (**Regulation 9**).

Award of the Masters degree titled Management requires 180 FHEQ Level 7 credits and achievement of the award learning outcomes 1-9.

Award of the Masters degree titled Management (with Professional Placement) requires 180 FHEQ Level 7 credits including MAR7513-A and achievement of the award learning outcomes 1-10.

Students who exit the programme with 120 or 60 credits completed may be eligible for an intermediate award in line with the regulations.

Admissions Requirements

We are proud to be **one of the most inclusive universities in the UK**. All our students have potential, and we believe that as many people as possible should have the chance to benefit from higher education, no matter what their background or circumstances. We take the time to understand the background of our applicants, understand their journey to education, and make decisions based on an applicant's potential to thrive at university and beyond.

As the programme is taught in English, all applicants are required to have proficiency at GCSE Grade 4 (national grade C) or above in English Language. Alternative RQF Level 2 qualifications such as Key Skills are also acceptable if equivalent. For international students, the level of English required is listed on the **University of Bradford English language requirements website**. Exceptionally, holders of a UK degree awarded within 2 years prior to entry to the Bradford programme may be exempt from these English test requirements. International applicants who do not meet the IELTS requirement can take a **University of Bradford pre-sessional English course**.

A typical entry profile for the MScs in Management will be an undergraduate bachelors degree passed at 50%, such as a UK Honours degree classified 2:2 or above, or its equivalent in any discipline from an approved higher education institution. This is generally equivalent to an International degree grade percentile average (GPA) of 2.5 out of 4.0 or 6.5 out of 10, or overall

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average of 70 from 100%. Examples of other equivalent international qualifications are provided on the **University of Bradford page for a country or region**.

Applications are welcome from students with non-standard qualifications and students returning to study (aged over 25 years of age on entry). Equivalent professional qualifications will also be eligible if supported with appropriate practical experience. For such applicants, evidence of interests and any work experience will be assessed by interview.

If applicants have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University of Bradford has procedures to evaluate and recognise this learning to provide applicants with exemptions from specified modules or parts of the programme. Find more information about **recognition of prior learning decisions** on the University website.

People thinking of studying with the University of Bradford don't need to wait for the start of the year to contact our Disability Service. The University can arrange for anyone to talk to this team about what support is on offer at Bradford including an invitation to our Get Set Day. To contact the Disability Service please complete the **request support form**.

Information in this document is for the contemporary recruitment cycle and was accurate at time of publication. The current tariff and accepted qualifications for entry onto the programme is published at the online course pages:

https://www.bradford.ac.uk/courses/pg/management/

https://www.bradford.ac.uk/courses/pg/management-with-placement

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