Programme Specification for MSc Global Sustainable Management

This document applies to Academic Year 2024/25 onwards

1.	Awarding institution/body	University of Worcester
2.	Teaching institution	Worcester Business School
3.	Programme accredited by	N/A
4.	Final award or awards	MSc MSc with internship pathway
5.	Programme title	MSc Global Sustainable Management
6.	Pathways available	MSc Global Sustainable Management with internship
7.	Mode and/or site of delivery	Standard taught programme, delivered at the University of Worcester
8.	Mode of attendance and duration	Full time
9.	UCAS Code	N/A
10.	Subject Benchmark statement and/or professional body statement	This programme is informed by the QAA subject benchmark statement of Master's Degrees in Business and Management June 2015 QAA subject benchmark statement. It also meets the QAA Masters Degree Characteristics.
11.	Date of Programme Specification preparation/ revision	Approved July 2024

12. Educational aims of the programme

The MSc Global Sustainable Management is a programme designed for advancing the academic knowledge and developing the career prospects of its graduates. It is aimed at graduates, of any discipline, who have an interest in developing their understanding of sustainable development, sustainable management practices and leading the transition of businesses, not for profit organisations and governments through environmental, social sustainable governance.

The MSc Global Sustainable Management embraces the philosophy that responsible management education should provide a thorough introduction to and grounding in the disciplines related to sustainable management across the world. The themes of global sustainable management and employability are central to the programme design and to the students' experience. The international context will be at the forefront of all modules, allowing students to explore and investigate the core content in a multicultural and global setting. Indeed, the programme will use the diverse student backgrounds to encourage cross-learning within the cohorts in terms of sustainable development and its challenges and opportunities from around the world.

The course focuses on the tangible outcomes that are needed to promote responsible and sustainable individuals, communities, organisations, and national and international policy across a variety of private and public domains to address the most critical challenges of current times (the mitigation and adaption of climate change, environmental protection, social inclusion and economic growth) and promote global cooperation. The course aims to:

1. Provide an intellectually challenging and workplace relevant learning experience where participants can develop and demonstrate a critical knowledge and understanding of the

theoretical concepts of sustainable management and their application in improving business and management practice.

2. Progress students' understanding of the complexity and dynamics of sustainable development and sustainable management in an international context and develop their critical awareness of the issues and challenges facing private, voluntary, and public domains.

3. Provide students with an opportunity to focus on particular aspects of private, voluntary or public sustainability relevant to their backgrounds, cultures, interests and career aspirations, culminating in a Research Project.

4. Facilitate the development and demonstration of students' intellectual skills of data collection, processing, analysis, synthesis, critical appraisal, creativity and innovation and the ability to manage and make decisions in situations of ambiguity and uncertainty.

5. Deepen understanding and broaden awareness of international sustainability issues through working within diverse student groups and studying perspectives of sustainability across cultures.

6. Provide aspiring sustainability practitioners, leaders and general business managers with the knowledge, skills and attributes necessary to allow them to cope effectively within, and lead the sustainable private, voluntary and public domains and organisations of the future.

7. Produce sustainability practitioners, managers, and leaders with the sustainability mindset to improve the quality of decision-making and business practice that delivers environmental and social accountability as well as financial governance across a range of organisations and in a variety of contexts.

Specific exposure to the business context of sustainable development will be provided through links to live case studies to enable students to gain an appreciation of real business contexts. Further exposure to relevant practice will happen through the internship pathway which is available as an option to all students. More details about the internship option is available in the learning, teaching and assessment section.

Students will be provided with many opportunities, through classroom activities and assessment, to develop their knowledge, skills and attributes directed at enhancing employability and graduate readiness in preparation for accessing graduate employment. We aim to enable students to develop their skills and competencies as sustainability practitioners, leaders, and managers by providing opportunities to evaluate and apply the knowledge and skills they gain in every assessment, culminating in an individual, sustainability research project.

The course includes a broad base of modules to provide a grounding in key sustainable and responsible business disciplines. Students can select from a menu of optional modules to customise their degree and focus on their personal career goals. Flexibility is also provided through the structure of the course as students on the full time 180 credit MSc Global Sustainable Management can join the course at two entry points each year: September or January.

13.   Intended learning outcomes and learning, teaching, and assessment methods

The MSc Global Sustainable Management course is comprised of three stages of study, with separate awards relating to each stage at Post Graduate Certificate, Post Graduate Diploma, and finally the MSc. Each stage can stand alone as a coherent educational and workplace relevant experience. The programme focuses on the theoretical concepts underpinning sustainable development and sustainable management, and the application of these concepts

and principles to practical case work. The programme gives participants the opportunity to achieve and demonstrate the following learning outcomes:

Table 1 knowledge and understanding outcomes and which module/code they relate to

Knowledge and Understanding			

LO no.	On successful completion of the named award, students will be able to:	Module Code/s	Award
1	Identify and critically analyse global sustainable development challenges and opportunities faced by organisations and governments in determining and implementing sustainable development strategies	BMGT4318 BMGT4388	PGDip MSc
2	Critically appraise and apply effective approaches to global sustainable development	BMGT4318 BMGT4388	PGDip MSc
3	Apply relevant knowledge to critically evaluate how organisations operate and how they are managed in national and/or international contexts.	BMGT4306 BMGT4317 BMGT4318	PGDip MSc
4	Critically evaluate the social, environmental, and ethical impact of business decisions and activities	BMGT4309 BMGT4318 BMGT4388	PGDip MSc
5	Conduct research into a current business issue or organisational context at postgraduate level and demonstrate the ability to critique previous research and sustain a coherent and convincing academic argument.	BMGT4375 BMGT4376	MSc

Table 2 cognitive and intellectual skills outcomes for module code/s

Cognitive and Intellectual skills			

LO no.	On successful completion of the named award, students will be able to:	Module Code/s	Award
1	Demonstrate advanced practical competencies necessary to succeed in sustainable management, including research and analytical skills, and the ability to articulate thoughts and solutions clearly to others.	BMGT4318 BMGT4388 BMGT4376	MSc
2	Exhibit critical thinking and creativity skills: strategic thinking and leadership, managing creative processes in self and others; present evidence-based arguments, dealing with uncertain and unfamiliar situations, organising thoughts and analysis	BMGT4301 BMGT4317 BMGT4376	PGDip MSc
3	Integrate, analyse, and synthesise data, using a wide range of appropriate techniques to support recommendations, actions and solutions	BMGT4306 BMGT4318 BMGT4376	PGCert PGDip MSc

Table 3 learning skills and capabilities related to employability outcomes for module code/s

Skills and capabilities related to employability			
LO no.	On successful completion of the named award, students will be able to:	Module Code/s	Award

Skills and capabilities related to employability			
1	Investigate problems and propose viable solutions utilising analytical, creative, and evaluative skills to play an effective role in local, national, international, and organisational sustainable development.	BMGT4318 BMGT4388 BMGT4376	MSc
2	Work productively and inclusively with diverse groups, teams, and individuals and communicate and implement agreed actions effectively and efficiently	BMGT4301 BMGT4317 BMGT4318	PGDip MSc
3	Apply problem investigation skills and develop consultancy and professional communication abilities to promote sustainable development and sustainable management	BMGT4318 BMGT4376	MSc
4	Collaborate, negotiate, and influence others to adopt practices that promote sustainable development.	BMGT4309 BMGT4317 BMGT4318	PGCert PGDip MSc

Table 4 transferable/key skills outcomes for module code/s

Transferable/key skills			
LO no.	On successful completion of the named award, students will be able to:	Module Code/s	Award
1	Demonstrate effective presentation and communication skills and show confidence in debating thoughts objectively	BMGT4301 BMGT4317 BMGT4318	PGCert PGDip MSc
2	Reflect upon personal development to identify personal strengths, responsibility for sustained lifelong learning and a sustainability mindset.	BMGT4318 BMGT4375 BMGT4376	MSc

Learning, teaching, and assessment

Teaching
Students are taught through interactive taught sessions that involve the exploration of sustainable development through lectures, practical activities, case study analysis, creative activities and games. The activities and taught content are integrated within each session so that students will develop an understanding of topics covered in lectures and be supported to develop independent learning capabilities through group activities, discussion, and creative learning activities. Tutorials will be held by the Tutors to provide students with support and guidance which will enable them to be successful in their learning.

Independent learning will also be encouraged and supported by Library Services, Student Services, CAES and Personal Academic Tutors. Students will have three meetings with their Personal Academic Tutor throughout their course. These meetings are timed to coincide with induction and assessment submission deadlines. Meetings are with the Research Project supervisors are scheduled throughout the execution of the project.

Contact time
In a typical week students will have around 8 contact hours of teaching, although this might differ based on the number of modules taken in each semester if you selected the part time study mode. Typically, class contact time will be structured around a two-hour taught session. All sessions are taught face-to-face.

Independent self-study
In addition to the contact time, students are expected to undertake 30+ hours of personal self-study per week. Typically, this will involve reading, preparing for classes, researching, preparing for assessments (individual and/or group work) and exams. This independent learning is guided by module instructions, resource lists and assignment briefs, and is supported by a wide range of excellent learning facilities, including the Hive and library resources, the virtual learning environment, and extensive electronic learning resources.

Teaching staff
Students will be taught by a teaching team whose expertise and knowledge are closely matched to the content of the modules on the course.

The team includes senior academics, professional practitioners with industry experience, demonstrators, and technical officers. Teaching is informed by the research and consultancy, and many of our lecturers have a higher education teaching qualification or are Fellows of the Higher Education Academy. You can learn more about the staff by visiting our staff profiles: WBS staff profiles

Assessment
Each module has one or more formal or 'summative' assessments which is graded and counts towards the overall module grade. These include, but are not limited to, individual reports, exams, case study-based consultancy reports and group presentations. The assessment requirements for an individual student in an academic year will vary according to the mandatory and optional modules taken. However, a typical formal summative assessment pattern for a full-time student taking the mandatory modules for MSc Global Sustainable Management is:

  Semester 1: 1 research proposal, 1 evidence portfolio, 1 individual report, 1 exam

  Semester 2: 1 individual presentation, 1 reflective essay, 2 group presentations, 2 consultancy reports.

  Semester 3: Research project

For part-time students the assessment requirements will vary according to the modules taken.

All assignments will be internally marked and moderated as well as being externally examined as per the University of Worcester assessment policy.

14.   **Assessment strategy**
The Global Sustainable Management MSc assessment strategy is focused on assessments for learning; they allow students to develop and recognise independent learning through both the individual and group assessments undertaken.

The requirement for each assessment is clearly defined in the Assignment Brief which is published before the module commences. In addition, assignment briefing sessions are held during the taught sessions. All assessment criteria are defined in the assessment grading matrix and published on the module's VLE.

Feedback is provided for each student for each assessment to enable them to recognise what they did well and what could have been developed further. In addition, students receive feedback on areas of academic skills that could be improved to help them increase future grades.

15.   Programme structures and requirements

Table 5 award map for each level of the course

Module Code	Module Title	Credits (Number)	Status Mandatory (M) or Optional (O)		
			PG Cert	PG Dip	MA/MSc/ MBA
BMGT4306	Global Strategy	15	M	M	M
BMGT4388	Sustainable Development Policies, Challenges & Opportunities	15	M	M	M
BMGT4309	Managing Corporate Reputation	15	O	M	M
BMGT4301	Leadership and Change Management	15	O	M	M
BMGT4318	Managing for Sustainable Futures	15	O	M	M
BMGT4317	Managing Across Cultures	15	O	M	M
BMGT4375	Research Methods	15	O	O	M
BMGT4376	Research Project	60	N/A	N/A	M
BMGT4310	International Business	15	O	O	O
BMGT4304	Operations and Value Chain Management	15	O	O	O
BMGT4305	Corporate Entrepreneurship and Innovation	15	O	O	O
BMGT4316	Business Information Systems	15	O	O	O
	Total Credits	180			

PG Certificate   To be awarded the PG Certificate, students must successfully complete a minimum of 60 credits (any module excluding BMGT4376) at Level 7.
PG Certificate in Global Sustainable Management   To be awarded the PG Certificate in Global Sustainable Management, students must successfully complete 60 credits at Level 7 to include Mandatory modules BMGT4318 and BMGT4388 plus 30 credits of Optional modules.
PG Diploma in Global Sustainable Management   To be awarded the PG Diploma in Global Sustainable Management, students must successfully complete the PG Certificate plus all of the Mandatory modules (not including the Research Project), plus 30 credits of Optional modules to a total minimum of 120 credits at Level 7.
Masters (MSc) in Global Sustainable Management   To be awarded the MSc Global Sustainable Management, students must complete a total of 180 credits at Level 7 including 60 credits from the Research Project.
Masters (MSc) in Global Sustainable Management with internship pathway   To be awarded the MSc Global Sustainable Management with internship, students must complete a total of 180 credits at Level 7 including 60 credits from the Research Project, and undertake an internship of up to 12 months in duration on completion of the taught modules.

The course is composed of 8 x 15 credit taught modules and a 60 credit Research Project module. Students must take the mandatory modules shown above and can customise their degree to match their own interests from their choice of optional modules. Full time students can finish the course in one year. Part time students would normally complete the course in no less than two years, but the maximum registration period is 6 years. They have the option of selecting up to 90 credits of study per year, but the Research Project should be the final module taken. Students who take the

internship option will not be required to take extra modules, but their course duration will be extended by 6 months.

16. **QAA and professional academic standards and quality**
    This award is located at Level 7 of the [OfS sector recognised standards](#) and its design is influenced by the FHEQ qualification descriptor, QAA subject benchmark statement and the QAA Masters Degree Characteristics. The MSc Global Sustainable Management is designed to offer a type III award which provides a career development approach to the teaching of business and management subjects in a generalist area but with a strong practical and professional orientation to the curriculum. Students will be able to reflect on and learn from any prior experience and thus be able to integrate new knowledge with past experience and apply it to new situations. However, management experience is not a pre-requisite and students will be provided with a variety of inputs to develop them as business leaders of the future. They will be able to challenge preconceptions and to remove subject and functional boundaries to handle complex situations holistically. They should also have particular strengths in analysing, synthesising and solving complex unstructured organisational problems. In addition to being able to communicate their findings, they should have developed the skills to implement agreed solutions effectively and efficiently. They should therefore have strongly developed interpersonal skills and to be able to interact effectively with a range of specialists. This award has been designed to align with the Chartered Institute of Management's (CMI) professional standards for dual accreditation and has been mapped against the CMI's Certificate in Strategic Management (see Section 3).

17. **Support for students**
    At Worcester Business School students are offered the best possible support to help them fully achieve their objectives of joining the course. The following points demonstrate the effective support provided for students:

    - **Course induction** including a brief course overview, provides introductions to the delivery pattern and assessment for the programme and specific modules, the VLE and learning resources. The induction helps students to settle down and adjust to the new teaching and learning environment. It also helps to set their expectations, so they are fully aware of the academic standards they are required to demonstrate at a Masters level.
    - **The module VLE sites** provide learning resources and module information, exchange ideas and information between course members and staff.
    - **The Programme Leader** is a point of contact for overarching programme questions and concerns.
    - **The Course Handbook** (available via the VLE) incorporates module outlines, key contacts and guidance for assessments.
    - **Personal Academic Tutors** are allocated to help students' integration into the University, the requirements of the programme and make the best use of learning resources available and to provide a key contact for support.
    - Meetings are also scheduled with the Research Project supervisors are scheduled throughout the execution of the project.
    - Access to course information, module results via the student online learning environment (SOLE)
    - Student Representation to ensure making students' voice heard and to provide feedback to the on-going process of course improvement.

    In addition, University-wide support is available. Details of the help available from the University's central student services are provided via students' MyDay/Sole pages and within the module documentation and guidance published on each module's VLE. Shortcuts to these central support services' webpages with guidance and advice are:

18.   Admissions

Admissions policy

The course seeks to recruit home and international individuals with or without management experience who are looking to specialise in the field of sustainable development and/or sustainable management. Existing recruitment practices will be applied to MSc Global Sustainable Management.

The University of Worcester is an accessible place for higher education. It is committed to widening participation and encouraging diversity in the student population. Worcester Business School works closely with central student support services including the Admissions Office, the Disability and Dyslexia Service and the International Centre to support students from a variety of different backgrounds. We actively encourage and welcome people from the widest range of economic and cultural backgrounds and value the contribution of mature learners.

Entry requirements

The minimum standard entry requirement is an honours degree at 2:2 level, or for international students, a qualification recognised as an equivalent by the University of Worcester.

Students whose first language is not English are required to possess proficiency in English Language to help them obtain the best outcome from their studies. An English Language qualification such as 6.5 IELTS (and minimum of 5.5 in each element) or equivalent is required in line with University of Worcester's admissions policy: https://www.worcester.ac.uk/study/International/international-applicants/english-language-requirements.aspx

Recognition of Prior Learning

Students with relevant previous study at postgraduate level or with extensive experience may be considered eligible for recognition of prior learning. Please contact the Registry Admissions Office for further information or guidance on 01905 855111.

Further information on Recognition of Prior Learning can be found at Registry Services

Admissions procedures

Entry to the MBA requires all applicants to complete an application form which gives a variety of information about the student's work experience, qualifications, and motivation. These will be checked by the Admission Tutor. Where information on the form is insufficient for a decision to be made, the applicant will be requested to attend an interview with the Admission Tutor.

19.   Regulation of assessment

The course operates under the University's Taught Courses Regulatory Framework

Requirements to pass modules

- Modules are assessed using a variety of assessment activities which are detailed in the module specifications.
- The minimum pass mark is D- for each module.
- Students are required to submit all items of assessment in order to pass a module, and in some modules, a pass mark in each item of assessment may be required.

- Full details of the assessment requirements for a module, including the assessment criteria, are published in the module outline.

Submission of assessment items
- Students who submit course work late but within 7 days (one week) of the due date will have work marked, but the grade will be capped at D- unless an application for mitigating circumstances is accepted.
- Students who submit work later than 7 days (one week) will not have work marked unless they have submitted a valid claim of Mitigating Circumstances.
- For full details of submission regulations please see the Taught Courses Regulatory Framework.

Retrieval of failure
- A student is entitled to resit failed assessment items for any module that is awarded a fail grade.
- Reassessment items that are passed are capped at D-.
- If a student is unsuccessful in the reassessment, they have the right to retake the module (or, in some circumstances, take an alternative module); the module grade for a re-taken module is capped at D-.
- A student who fails 60 credits or more after exhausting all reassessment opportunities may be required to withdraw from the University.
- A student will be notified of the reassessment opportunities in the results notification issued via the secure student portal (SOLE). It is the student's responsibility to be aware of and comply with any reassessments.

Requirements for Awards

Table 6 requirements for awards

Award	Requirement
PG Cert	Passed a minimum of 60 credits at level 7, as specified on the award map
PG Dip	Passed a minimum of 120 credits at level 7, as specified on the award map
MSc	Passed a minimum of 180 credits at level 7, as specified on the award map
MSc with internship pathway	Passed a minimum of 180 credits at level 7, as specified on the award map, including internship pathway

PG Cert and PG Dip awards are unclassified. The awards of Masters may be made with Pass, Merit or Distinction. The classification will be determined by whichever of the following two methods results in the higher classification.

Method 1
a) Candidates will be awarded a Distinction where they have attained an average of A- (PD) or higher from the credit achieved with the University for the award.

b) Candidates will be awarded a Merit where they have attained an average of C+ (PM) or higher from the credit achieved with the University for the award.

Method 2
a) Candidates will be awarded a Distinction, irrespective of their other module results, where they have attained 90 credits at grade A- (PD) or higher

b) Candidates will be awarded a Merit, irrespective of their other module results, where they have attained 90 credits at grade C+ (PM) or higher

Candidates will be awarded a Pass where they have not fulfilled the rules for Method 1 or Method 2 but are eligible for the award of a Masters.

For further information on honours degree classification, see the [Taught Courses Regulatory Framework](#).

20.   **Graduate destinations, employability and links with employers**

Graduate destinations
Graduates of the MSc Global Sustainable Management have a thorough insight into sustainable management and sustainable development. Students will therefore be able to progress into roles related to sustainability and responsible business within private, voluntary, and public domains. In addition, there is a growing requirement for sustainability consultants, auditors, and advisors to advise businesses in improving sustainable practices. The course introduces the technical skills of global sustainability, management and research which are extensively in demand by organisations across the world.

For students who successfully complete the MSc Global Sustainable Management they can progress into PhD or DBA study.

Student employability
Employability is a key element of the philosophy of the course design. The course is structured around producing competitive graduates ready for the current challenges of the job market in line with Worcester Business School's accreditation to the United Nation's Principles of Responsible Management Education (PRME). Students on the MSc Global Sustainable Management Course are taught a wide range of current and relevant topics and trained to exhibit the best attributes and qualities of critical, open-minded, inclusive, and skilful individuals.

The international nature of the candidates, the diversity of expertise and backgrounds and the University of Worcester's commitment to the sustainability agenda will play a crucial role in shaping the learning experience and the qualities of the graduates which will have a profound impact on their employability.

Throughout the course students will develop personal values of sustainability, softer employment skills such as collaboration, negotiation and influencing which are vital for a successful career, as well as sustainability knowledge and skills. To put these into practice and further develop employability skills, the course offers opportunities to experience real world private, voluntary, and public sustainability practices, challenges, and opportunities through the internship pathway option and short-term consultancy placements.

An optional internship (up to 6 months in duration) is available to all students, taking place on completion of the taught modules. This internship will not be credit-rated but will allow the student to gain first-hand experience within a real business environment to enhance their future employability. Students may also choose to make use of this opportunity to base their Research Project on a business-related issue arising during the internship. There may be possibilities, with the employer's permission, to gain access to research participants and primary data, and to apply their understanding of theories and principles discussed within their programme to a live organisational setting.

Upon successful completion of specific modules and the course, students will be awarded a CMI Level 7 Certificate in Strategic Management and Leadership Practice, in addition to their postgraduate degree. During their studies, students will also benefit from associate membership to the CMI (at no extra cost), inclusive of an interactive induction

session hosted by the CMI, as well as access to the CMI's digital library, resources, and employability skills audit.

The University have careers support available such as careers education, workshops, support for preparing applications, for interviews etc, to support students to successfully enter and thrive in the world of work.

Sustainability opportunities
Specific opportunities are available to help students develop real-world experience of sustainability. These include:
- Join the University of Worcester Sustainability Community and get involved in the Nature Society, the University Allotment and Go Green Week, become a Student Switch Off Ambassador or train to be a sustainability campus auditor.
- Undertake a Student-led Consultancy Project to obtain real world experience of sustainability within a business. Students work with a local organisation to assess environmental performance and reduce environmental impacts. Projects are undertaken for a maximum of 20 hours per week over 12 weeks. They are a mixture of paid and voluntary projects.

Links with employers
Worcester Business School works closely with professional organisations including the Chartered Institute of Management, Institute of Commercial Management, Chartered Institute of Marketing, Chartered Institute of Personnel and Development, Chartered Institute of Public Relations, Chartered Institute of Management Accountants, Association of Chartered Certified Accountants, Institute of Financial Accountants, Chartered Institute of Payroll Professionals, and British Computer Society.

The Business School has worked with many business clients in developing and delivering its programmes. These include, but are not limited to The NHS (a range of Primary Care and Acute Trusts); Local Government (a range of County, District and Unitary Authorities); West Mercia, Warwickshire, Gloucestershire and Staffordshire Constabularies; Ministry of Defence and The Royal Air Force; Her Majesty's Prison Service; Royal Mail; Financial Services Organisations (e.g. Lloyds TSB, HBOS Plc, Clerical Medical, NFU Mutual and Virgin Money); Housing Associations, Southco, Malvern Instruments, Allpay Limited, G4S Secure Solutions, Hereford & Worcester Fire and Rescue Service and Hitachi Capital.

The Business School has well-developed working relations with the local business community many of whom contribute to postgraduate programmes through the internship option to give students a real-world insight into the future world of work and/or to provide live client briefs to students. Senior managers from this business community have been involved in the design of this programme. They were consulted on the skills and attributes they expect to see in our graduates as we well as the knowledge and academic competencies they want our graduated to exhibit.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in associated course documentation e.g. course handbooks, module outlines and module specifications.