1. **Awarding Institution**
   York St John University

2. **Teaching Institution**
   York St John University

3. **Programme(s) Accredited by**
   (professional/statutory body)
   N/A

4. **Faculty offering the Programme(s)**
   York Business School

5. **Final Award(s)**
   Master of Arts International Business

6. **Interim Awards**
   - Postgraduate Certificate International Business (60 credits)
   - Postgraduate Diploma International Business (120 credits)
   - MSc Management

7. **Programme Title(s)**
   Master of Arts International Business

8. **UCAS Code / GTTR / Other**
   N/A

9. **Approved Combinations**
   (for Joint Honours programmes only)
   N/A

10. **QAA Benchmark Group(s)**
    Masters level: Business & Management (2007)

11. **Applicable to Year of Entry to the Programme(s)**
    2017

12. **Date Produced/Revised**
    Jan 2012 - Programme amended for 2012 entry (as part of MA SHRM validation)
    Oct 2014 – no change

13. **Mode of Study**
    The programme is offered in the following modes of study:
    - Full-time: 12 months
    - Part-time: Minimum 24 months, with a normal maximum of 36 months

14. **Introduction and Special Features**

14-1 **Introduction**
- This MA in International Business offers participants of any discipline the opportunity to gain a solid foundation in international business theory and practice as applied to markets and firms, an important area of postgraduate study in a time when the global economy dominates the business world.
- The course develops an integrated and critical awareness of the complex and volatile economic, political, cultural and competitive and financial environments of international markets and firms. The programme involves the participants in a demanding process of personal and managerial development with opportunities to reflect, evaluate and apply key theories.
- The international nature of participants offers opportunities for valuable exposure to the difference in expectations, interpretations and values which are typical in management teams of global companies, enhancing opportunities for creative and innovative thinking.
• Through lectures, workshops, presentations and utilising case studies this MA will provide participants with the knowledge required to critically evaluate and reflect, developing their skills as prospective managers. Seminars and networking occasions will provide opportunities for participants to widen and enhance their conceptual and reflective abilities.
• The focus of the programme is the commitment to educate individuals able to demonstrate a sound theoretical grounding in a broad knowledge and understanding of international businesses, the international context in which they operate and the effect this has upon the management of such organisations.
• Module components of the programme:
  o The Winter term modules provide a breadth of subjects that will enable participants to understand, respond to and lead change in the international business context. The modules also provide the intellectual range required to make integrative links across the various functional areas of an organisation. The modules include: Sustainable Business, Managing Business Finance, Strategic Human Resource Management and Global Markets and Consumers.
  o The Spring term offers opportunities to engage in international business concepts and strategies. There are opportunities to develop an appreciation international business strategy and its role in the globalisation of trade, together with the opportunity of working with other Business MA students on a live business project. There is also the opportunity to specialise in an area of interest through the optional module choice.
  o The Summer Term is dedicated to the development of a personally directed research investigation within an aspect of international business.
• The MA in International Business is located within the York Business School and shares delivery of elements of curriculum with students on the Post Graduate Masters Suite. Students taking the programme will follow a broad range of modules ensuring the required depth and sustained investigation required in the final dissertation.

Key features of the provision are:
• To offer the opportunity to enhance skills relevant to a career in business through the development of Master level skills and knowledge in international business.
• The opportunity to work together with students in the Post Graduate masters suite to gain insightful understanding of how these subject areas inform their own and to work on a joint live project practically applying that understanding.
• To enable students the opportunity to gain insight into how their undergraduate studies have relevance in a business context.

15. Criteria for Admission

Candidates for entry to the MA programme must normally possess:
1. UK/EU students will be able to enter the programme directly in accordance with normal entry requirements for MA programmes (a first degree achieved at Class 2:2 or above from an approved University or Institution) or possess an equivalent qualification.

2. In addition to the qualifications above, Non-UK/EU students whose first language is not English will be required to achieve IELTS 6 or above with no less than Band 6 in the writing skills, or equivalents accepted by the University.

APEL

Where applicants do not meet the stated entry requirements above, the University APEL policy may be utilised for entry to the programme where necessary and appropriate. The programme may use this system to allow entry for post-experience professionals who are over 21 years of age and who have been in a management for at least 2 years. This is likely to involve a submission of evidence of professional competence, (an assignment to the Head of Programme) and an interview as part of the recruitment process.

Decisions on applicants

Decisions on individual applicants will be made by the Head of Programme in consultation with subject specialists, the Admissions Officer and the International Office, as appropriate.
16. **Programme Aims**

The overall aim of the programme is to educate individuals as potential managers with a sound understanding of the international business context and within this to:

- Develop in participants a critically aware and integrated understanding of international markets, firms and finance, helping students to take effective roles within business organisations.
- Provide advanced study of key concepts of international markets and concerns of firms which operate internationally within a context of environmental sustainability, corporate social responsibility and ethics.
- Develop a range of business knowledge and skills pertinent to managing in international businesses together with personal self-awareness and development, based on positive and critical attitudes towards the role of organisations in dynamic and vibrant international business arena.
- Demonstrate the ability to convert theory into practice within complex environments, systematically and creatively to improve business practice.
- To develop and enhance lifelong learning skills and personal development in order to work with self-direction and originality.

**YSJU LEVEL M / NQF Level 7 / FHEQ M**

**Programme Outcomes**

Students who gain the award specified will have demonstrated the following learning outcomes:

On successful completion of **Postgraduate Certificate** programme participants will have demonstrated evidence of being able to:

**Knowledge and Understanding**

- Demonstrate a systematic, integrated and critically aware understanding of international markets, firms and finance.
- Formulate a critical awareness of current issues within international markets and firms informed by leading edge research and practice in the field of international business.

**Cognitive and Thinking Skills**

- Extrapolate critically and creatively within appropriate decision making techniques including formulating and solving business problems and creating, identifying and evaluating options.

**Practical/Professional skills**

- Judge complex issues systematically and creatively, with the ability to develop sound analyses whilst dealing with incomplete data.
- Demonstrate the ability to make and communicate clearly decisions in complex and unpredictable organisational contexts.

**Key Transferable Skills**

- Demonstrate the ability to use knowledge and information effectively to abstract meaning and share knowledge.

On successful completion of **Postgraduate Diploma** programme participants will have demonstrated evidence of being able to:

**Knowledge and Understanding**
• Demonstrate a systematic, integrated and critically aware understanding of international markets, firms and finance.

• Formulate a critical awareness of current issues within international markets and firms informed by leading edge research and practice in the field of international business.

• Acquire a deep knowledge and understanding of organisations and the global economy in which they operate with a critical awareness of how organisations respond to changes in the international context.

Cognitive and Thinking Skills

• Extrapolate critically and creatively within appropriate decision making techniques including formulating and solving business problems and creating, identifying and evaluating options.

• Demonstrate effective synthesis and analysis of information and knowledge in order to extract meaning and understanding.

• Recognise the importance of sustainability, corporate social responsibility and ethical intent when critically evaluating the role of human resource management practice within a wider organisational perspective.

Practical/Professional skills

• Judge complex issues systematically and creatively, with the ability to develop sound analyses whilst dealing with incomplete data.

• Apply practical business management and leadership skills appropriately.

• Demonstrate the ability to make and communicate clearly decisions in complex and unpredictable organisational contexts.

Key Transferable Skills

• Recognise the importance of technological skills and the application of research strategies in effective management decision making.

• Learn independently in a way that ensures continuing professional development.

• Demonstrate the ability to use knowledge and information effectively to abstract meaning and share knowledge.

In addition, successful completion of the Masters programme the participant will have demonstrated evidence of being able to:

• Demonstrate an advanced understanding of concepts, information and techniques informed by knowledge at the forefront of the study of international business.

• Design, conduct, analyse and disseminate an extended independent piece of research relevant to the field of international business from inception to completion.

17-M  YSJU Level M / NQF Level 7 / FHEQ M

Programme Structure and Content

Overview

International Business Students follow a programme of taught modules designed to enhance their abilities, knowledge and understanding of key concepts and concerns within International Business and the application of knowledge and research methodologies to a context which includes both profit and not-for-profit businesses and within a local and global perspective. The taught modules lead the participants to the final dissertation. In this students undertake an extended period of independent research where they are expected to draw together and employ the knowledge acquired throughout the programme. The programme is underpinned with a variety of inductions and activities that will support the student through the first term of his/her studies. This support is the same for both September and January starters.
## University Welcome Week and Programme Induction

During the first week of the programme all students undertake two activities: University Welcome Week (managed by YSJ International) and the programme induction (managed by the Head of Programme). A close working relationship with the YSJ International means that although these are separate events, they are combined into a week of activities. The main features of these are described below.

### University Welcome Week:

This includes activities such as:

- Registration
- Enrolment (Academic)
- Enrolment (Medical)
- Social activities
- Trips to local attractions
- Orientation activities in the local community
- Introduction to support available through the University

### Programme Induction:

The programme induction is regarded by the teaching team as an essential element of bringing the students to a standard that is identified as the starting point of masterly study and beyond that which is considered to be appropriate at an undergraduate level.

Students have taught sessions timetabled throughout welcome week. The students are introduced to:

- Programme expectations and introduced to essential items of timetabling, expected study time and planning study activities.
- There is also an introduction to Moodle and the various data bases that are available to the students.
- Taught sessions introducing key elements of theory required as a foundation for engagement with the taught modules.
- Opportunities for team working and the start of group study sessions are also introduced at this stage.

### Timing of Welcome Week and the programme induction

Students who begin the programme in September, will undertake this event in the week before the start of the programme teaching. The event lasts all week, from Monday through to Friday. Students who start the programme in January also undertake the event in the week before programme teaching begins and again the event lasts all week. The event is identical in structure and format for all September and January cohorts.

### Part-time and Late Starters

It is more difficult for students who are undertaking the programme on a part-time basis to attend all Welcome Week and programme induction activities. For these students a separate schedule is negotiated with the Head of Programme, depending upon their requirements. As a minimum they must attend all of the programme specific induction activities. Where necessary, additional activities may be scheduled to be undertaken at a later date and this is determined by the student, the Head of programme and module tutors. The same policy is in place for those students who start the programme up to four weeks late. The Head of Programme will develop individual programmes to address the University Welcome Week activities. Resources have been made available to repeat the programme induction for all late starters at the end of week four of the programme.
Continuing academic development

Students are encouraged to attend the Business Academic Round Table Seminars (BARTS). A diary of events and hand-in dates are available for students and will be distributed during the induction sessions.

A series of weekly Practical Academic Skills sessions are also timetabled for the students. These include subjects such as:

- Effective reading
- Presentation skills
- Essay writing skills
- Good academic practice.

Modules

The modules within the programme are delivered to accommodate both full and part-time study. Part-time students follow the same course as full-time students, but spread over 2 – 3 academic years.

The MA International Business programme structure is designed to offer participants’ opportunities of working with students on the MBA course and also those students specialising in Global Marketing, Strategic Human Resource Management and Leadership and Management enabling them to broaden their holistic understanding of Leadership and Management within an international business setting. This diversity of knowledge creates opportunities for new insights, widened horizons and integrated thinking.

It also provides an environment that mirrors the business world, where time is spent within discrete specialist units followed by interaction within the wider business operation.

The model of study is designed to create and embed a focus on independent study, knowledge application and the development of the student’s research skills in preparation for the research investigation module.

The modules have been specifically designed to create a framework which mirrors the importance of International Business understanding within the business environment. This is demonstrated through the indicative content of the modules particularly the role of business within the notion of sustainability, the importance of financial understanding in the global market place together with general understanding of the role of marketing and general management in an international context.

Research Investigation

This is an extended independent piece of research work of 45 credits, which enables the students to develop and demonstrate skills in academic and business research and writing. The research methods and the preparation of the research module take place in a 15 credit module on Research Methods. The Research Methods module must be completed before commencing the Research Investigation module.

- The exact nature of the research is open to negotiation, which takes place between the student and supervisor, but has to reflect the International Business specialism of the programme. When the student is developing a topic of study the negotiation process will refer to the content within the International Business programme, the participant’s areas of interest and staff expertise. The work is carried out as an independent piece of research, with the guidance of the supervisor, and access to tutor advice which consists of 5 hours individual supervision. The final piece of work is in the form of an 8-10,000 word dissertation and a reflective poster presentation which is equivalent to 2,000-4,000 words and includes reflection on the dissertation process enabling both
students and staff to feed forward to future professional development. The poster presentation takes place after the hand-in of the dissertation.

Timing of Research Methods and Investigation Module Delivery

- The research methodology module and the research investigation module both occur in the Summer Term. There are two points to note here. One concerns the late formal introduction to research methods and the second concerns January starters.
  - In terms of the late introduction to research methods, the intention is to embed research and research terminology throughout the programme, and particularly within the project management module. There is also an essential additional element which starts the process of introducing research methodologies, methods and practice from the first term. This is achieved through the BARTS. Staff and former students present their own research journeys, particularly those who have completed Masters Research and those who are engaged in PhD research. These events happen four times over the first two terms. The events are timetabled and regarded as being essential and are in addition to any other taught elements.
  - For January starters, the research methods module and the dissertation are started in the Summer Term with the September starters. This has been the accepted practice on the Masters in Leadership and Management which was the first programme to accept January starters. The students are offered a research methods refresher course at the beginning of September and complete their dissertation alongside the taught modules in the Winter Term. The dissertation hand-in date is in January. Although it may appear that these students are either disadvantaged because they have not completed all taught modules or advantaged because they have a longer time frame to complete the dissertation. This is actually not the case and in the past the performance on all modules has been consistent regardless of the module order.

Table 1 – MA International Business and relationship to MBA and Global Marketing

<table>
<thead>
<tr>
<th>Code</th>
<th>Module title</th>
<th>Credits</th>
<th>Term</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMB019</td>
<td>Sustainable Business</td>
<td>15</td>
<td>Winter</td>
<td>C</td>
</tr>
<tr>
<td>MMB002</td>
<td>Managing Business Finance</td>
<td>15</td>
<td>Winter</td>
<td>C</td>
</tr>
<tr>
<td>MMB020</td>
<td>Strategic Human Resource Management</td>
<td>15</td>
<td>Winter</td>
<td>C</td>
</tr>
<tr>
<td>MMB004</td>
<td>Global Markets and Consumers</td>
<td>15</td>
<td>Winter</td>
<td>C</td>
</tr>
<tr>
<td>MMB008</td>
<td>International Business Strategy</td>
<td>15</td>
<td>Spring</td>
<td>C</td>
</tr>
<tr>
<td>MMB009</td>
<td>International Trade and Globalization</td>
<td>15</td>
<td>Spring</td>
<td>C</td>
</tr>
<tr>
<td>MMB013</td>
<td>Research Methods</td>
<td>15</td>
<td>Summer</td>
<td>C</td>
</tr>
<tr>
<td>MMB011</td>
<td>Managing Corporate Reputation</td>
<td>15</td>
<td>Spring</td>
<td>O</td>
</tr>
<tr>
<td>MMB012</td>
<td>Global Marketing Leadership</td>
<td>15</td>
<td>Spring</td>
<td>O</td>
</tr>
<tr>
<td>MMB010</td>
<td>Managing Operations and Information Systems</td>
<td>15</td>
<td>Spring</td>
<td>O</td>
</tr>
<tr>
<td>MMB021</td>
<td>Research Investigation</td>
<td>45</td>
<td>Summer</td>
<td>C</td>
</tr>
<tr>
<td>MMB026</td>
<td>Project Management</td>
<td>15</td>
<td>Spring</td>
<td>C</td>
</tr>
</tbody>
</table>

Compulsory (C)  
Option (O)

The full-time, part-time routes through the programme are shown below for both September and January cohorts.

Full-time study timetable

Programme for September Starters

<table>
<thead>
<tr>
<th>Winter Term September – December 60 Credits</th>
<th>Spring Term January/ February – April 60 Credits</th>
<th>Summer Term May onwards 60 Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMB019 – (15 credits) Sustainable Businesses</td>
<td>MMB008 – (15 credits) International Business Strategy</td>
<td>MMB013 – (15 credits) Research Methods to be completed before MMB021</td>
</tr>
<tr>
<td>MMB002 – (15 credits) Managing Business Finance</td>
<td>MMB009 – (15 credits) International Trade and Globalisation</td>
<td></td>
</tr>
<tr>
<td>MMB020 – (15 credits) Strategic Human Resource Management</td>
<td>MMB026 – (15 credits) Project Management</td>
<td></td>
</tr>
</tbody>
</table>
The full-time September intake students begin with the University Welcome week and the programme induction. The students then undertake four taught modules in their first term and the remaining four in their second term. In their final term they complete the Research Methods module and the Research Investigation.

Programme for January Starters

<table>
<thead>
<tr>
<th>Spring Term January/February – April 60 Credits</th>
<th>Summer Term May onwards 60 Credits</th>
<th>Winter Term September – December 60 Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMB008 – (15 credits) International Business Strategy</td>
<td>MMB013 – (15 credits) Research Methods to be completed before MMB021</td>
<td>MMB019 – (15 credits) Sustainable Businesses</td>
</tr>
<tr>
<td>MMB026 – (15 credits) Project Management</td>
<td>Options – 15 credits each only one to be chosen MMB010 – Managing Operations and Information Systems MMB011 – Managing Corporate Reputation MMB012 – Global Marketing Leadership</td>
<td>MMB004 – (15 credits) Global Markets and Consumers</td>
</tr>
</tbody>
</table>

The full-time January intake students begin with the University Welcome week and the programme induction. The students then undertake four taught modules in their first term. In their second term they complete the Research Methods module before commencing on the Research Investigation. Students then undertake the remaining four taught modules in the third term. At the end of this term they continue to work on their Research Investigation until completion.

Part-time study timetable

| Year One |
|-----------------|-----------------|-----------------|
| **Winter Term September – December** 30 Credits | **Spring Term January/February – April** 30 Credits | **Summer Term May onwards 15 Credits** |
| MMB020 – (15 credits) Strategic Human Resource Management | Options – 15 credits each only one to be chosen MMB010 – Managing Operations and Information Systems MMB011 – Managing Corporate Reputation MMB012 – Global Marketing Leadership | |

| Year 2 |
|-----------------|-----------------|-----------------|
| **Winter Term September – December** 30 Credits | **Spring Term January/February – April** 30 Credits | **Summer Term May – August 45 Credits** |
| MMB004 – (15 credits) Global Markets and Consumers | MMB026 – (15 credits) Project Management | |

The part-time route for September and January starters mirrors the opportunities for the full-time students. An induction week and academic support sessions are available to part time students. The route through the programme is negotiated with the Head of Programme. Generally, two modules per term are studied, apart from the January Starters in the Summer Term. In the first year they will do research methods, further strengthened in the project management module, and will complete their dissertation in the second year during the
Summer and Winter terms. Some part-time students opt to undertake the programme over three years and leave the research methods and dissertation element to the last year.

**YSJU Level M / NQF Level 7 / FHEQ M**

**Teaching, Learning and Assessment Strategies**

**Learning strategy**

The programme has been designed to meet the needs of International and UK/EU participants who have just finished undergraduate programmes in any discipline and returners to learning who may want to continue their own professional development by enhancing their management knowledge and skills.

- Programme delivery will utilise a facilitated approach incorporating lectures, workshops and case study based seminars.
- The tutor-led contact time is supported through Supported Open Learning utilising timetabled study group sessions which are student led. The use of the Virtual Learning Environment develops the student’s ability to learn independently and therefore supports and encourages self-directed study. This includes the provision of lecture/workshop materials and guidance on completing weekly preparation lectures, seminars, facilitation of study group sessions and project management documentation.
- The programme ensures that participants have the opportunity to experience a range of teaching and learning strategies across the modules offered within its programme of study. These are structured to facilitate successful achievement of the learning outcomes of each module, and to gain practical experience of utilising the knowledge and skills, through project work and case studies.

**Assessment strategy**

The assessment strategy is based upon the professional skill sets relevant to those aspiring to management positions and who have a specific understanding of the issues faced by international business.

Assessments are through a variety of methods including case study analysis, case study reports, essays, individual presentations and online examinations.

- The assessment strategy enables participants to use skills relating to recalling knowledge, making quick decisions together with rapid contextualising and analysis of the issues. The assessment also enables participants to demonstrate the ability to make decisions with incomplete data. These skills are identified by the QAA as fundamental to those who are considering entry into a business management career, and relate to the QAA subject benchmarking standards requiring the ability to demonstrate critical thinking, creatively solving complex problems and making decisions (QAA, 2009).
- The elements of report writing provide the students with the opportunity to demonstrate management skills of communication as well as synthesising, evaluating and disseminating information.
- Essay writing enables the student to demonstrate the ability to critically evaluate approaches to human resource management and to develop arguments justifying the position taken.
- Group and individual poster presentations and presentations enable students to develop their verbal skills together with utilising creativity and innovation in the preparation of posters to communicate information.
- The research investigation will be independent piece of work 8-10,000 words in length, enabling the student to demonstrate the ability to work independently, be self-directing and illustrate in-depth specialist knowledge. There is also a reflective presentation to
enable the student to review knowledge acquisition during the dissertation phase of the course.

**Assessment Matrix**

<table>
<thead>
<tr>
<th>Code</th>
<th>Module Name</th>
<th>Formative Feedback</th>
<th>Summative Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMB019</td>
<td>Sustainable Business</td>
<td></td>
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<tr>
<td>MMB002</td>
<td>Managing Business Finance</td>
<td>X</td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MMB020</td>
<td>Strategic Human Resource Management</td>
<td></td>
<td></td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MMB004</td>
<td>Global Markets and Consumers</td>
<td></td>
<td></td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MMB008</td>
<td>International Business Strategy</td>
<td></td>
<td></td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MMB009</td>
<td>International Trade Globalisation</td>
<td></td>
<td></td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MMB010</td>
<td>Managing Operations Information Systems</td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>MMB011</td>
<td>Managing Corporate Reputation</td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>MMB012</td>
<td>Global Marketing Leadership</td>
<td></td>
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<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>MMB013</td>
<td>Research Methods</td>
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<tr>
<td>MMB021</td>
<td>Research Investigation</td>
<td>X</td>
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<tr>
<td>MMB026</td>
<td>Project Management</td>
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<td>X</td>
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</tbody>
</table>

**Formative Feedback and Summative Feed-forward:**
Feed-forward will be available for all summative assessments either in written or verbal form. This information is to enhance the student performance in future assignments. It will be the responsibility of Module Directors to ensure that except in exceptional circumstances or during a vacation, students have the opportunity to receive feedback on assessed work within 15 working days.

In accordance with University policy the International Business Programme recognises that feedback on assessments is a vital element of the process of learning. It...motivate[s] students by letting them know how well they have done, where they need to improve, and how to improve
(Source: York St John Assessment Handbook, 2008)

The feedback and feed-forward is intended to:
- Be helpful, constructive and encouraging.
- Indicate whether the learning outcomes are being achieved at this stage.
- Indicate strengths and weaknesses.
- Encourage students to reflect on their work.
- Identify areas that need to be strengthened by increased knowledge.
- Encourage critical and analytical thought.
- Justify the grade/mark awarded.

**Assessment Criteria**
All feedback will be aligned to the University MA assessment criteria, which are published in programme and module handbooks.

**Marking**
The Master in International Business will be awarded with the following categories:
- 70+ Distinction
- 60 – 69 Merit
- 50 – 59 Pass
- 49 – 0 Fail.
In line with existing MA programmes, each module must be passed with a minimum mark of 50. Where this mark is not reached, participants will be offered a single opportunity to re-sit the relevant assignment. A re-sit mark for any module is capped at a maximum of 50.

Assessments will normally be marked by module tutors and moderated by University staff and the external examiner.

The assessment criteria matrix will be used for the marking of both formative and summative work. The matrix are developed for specific assessments. The marking grids (Annexe to the Programme Specification, Pg.23-23) are applicable to:
- Case studies, essays and reports.
- Presentations and Poster Presentations.

On-line examination multiple-choice questions are specifically designed to directly assess the learning outcomes.

18. Progression and Graduation Requirements

The University's general regulations for postgraduate awards apply to this programme.

Any modules that must be passed for progression or award are indicated in the curriculum table.

Marks from the modules MMB013 and MMB021 will be used in classification borderline cases.

The MSc Management exit award is to be awarded for successful achievement of 150 or 165 credits at masters level, without the addition of having to pass all of the compulsory for award modules.

19. Internal and External Reference Points

This programme specification was formulated with reference to:
- University Strategic Objectives.
- Business School Strategic Aims.
- Associate of Business Schools.
- QAA benchmark statements as detailed on Page 5.
- National qualification framework.
- Partner Universities.
- YSJU International.

20. Further Information

Further information on the programme of study may be obtained from:
- Admissions Entry Profile (Admissions).
- Programme validation document (Registry – Academic Standards).
- Student programme handbook (York Business School).
- Module handbooks (York Business School).
- Regulations (Registry – Academic Standards).