

PROGRAMME SPECIFICATION

Course record information	
Name and level of final award:	MA Global Media Business The MA Global Media Business is a Masters degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma Global Media Business Postgraduate Certificate Global Media Business
Awarding body/institution:	University of Westminster
Teaching Institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	Beijing/ London (Westminster School of Media Arts and Design; Harrow)
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	Full-time (one-year). September start. Mode: Semester one: Intensive block mode in China and full-time
QAA subject benchmarking group(s) :	Subject benchmark statements Master's degrees in Business and Management 2007 (QAA 158 02/07)
Professional statutory or regulatory body:	None
Date of course validation/review:	July 2013
Date of programme specification approval:	2015-16
Course Leader:	Peter L. Block
Course URL:	westminster.ac.uk/courses/postgraduate
University of Westminster course code:	PMJMC05F (FT)
JACS code:	N200 (Management Studies), P300 (Media studies)
UKPASS code:	N/A

Admissions requirements

There are standard minimum [entry requirements](https://www.westminster.ac.uk/courses/postgraduate/how-to-apply) for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information posted on [westminster.ac.uk/courses/postgraduate/how-to-apply](https://www.westminster.ac.uk/courses/postgraduate/how-to-apply)

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information can be found here: [westminster.ac.uk/courses/postgraduate/how-to-apply](https://www.westminster.ac.uk/courses/postgraduate/how-to-apply)

The MA Global Media Business, awarded by the University of Westminster (UoW) is the final award, of a two-year programme managed jointly by Westminster and the Communication University of China (CUC). Conferred by the University of Westminster, the Masters degree is also licensed and recognised by the Ministry of Education of the People's Republic of China.

The entry requirement for the MA Global Media Business is the successful completion of a one-year MA Global Media Business Foundation Programme at CUC. Students successfully completing and passing the first year will receive a study statement certificate confirming that they have passed courses equivalent to 16-17 credits under the Chinese credit system.

Students completing the first year will also be expected to have achieved a 6.5 International English Language Testing Service (IELTS) score or higher in order to commence the second year which will be directed by UoW staff.

Accreditation of Prior Learning (APL)/Accreditation of Prior Experiential Learning (APEL)

The University operates a system of awarding credit for prior learning, either accredited (APL) or experiential (APEL), which may contribute up to a maximum of 50% of the credits required on the second year of the award. If students think their prior experiential learning (e.g. work experience) or accredited learning (e.g. other study they may have undertaken) may qualify them for accreditation and thereby exemption from one or more courses they should contact the Programme Leader.

In respect of accredited prior learning, the student will be required to submit specific evidence (such as original transcripts and syllabuses) which will be considered by the Programme Leader, or their nominee.

In respect of prior experiential learning the Programme Leader will either allocate the student with a Mentor, or will perform this role themselves. The Mentor will assist the student in making their claim and will then pass it, together with their assessment of it, to a second assessor who will be a member of the Programme Team, for an independent assessment. Once the second assessment has been made, the assessors make a joint agreed report to the AP(E) L Assessment Board. The Board normally comprises of the Programme Leader, Chair of the Subject Board and one other member of the Programme Team drawn from within the School and meets in each semester. It is the Board which makes the final assessment of what credit, if any, should be awarded to the student in respect of prior experiential learning.

Any credit awarded for prior certificated or experiential learning will be notified to the Conferment Board. Until a student who has applied for APL/APEL has been formally advised of the outcome of their application for credit, they should register for and participate in their normal course load,

including any courses for which they are seeking credit. For further details, please refer to the full regulations governing AP(E)L, which appear in Section 4 of the *Westminster Handbook of Academic Regulations 2012*.

Aims of the course

The course aims to provide participants with skills, knowledge and tools required in order to pursue a successful career in media management. In doing so it seeks to give students an advanced understanding of the challenges facing the media organisations and enable them to participate fully in the identification and resolution of both strategic and operational challenges.

The course also enables students to place media management decisions within their policy, economic and strategic contexts, at both national and international levels. Students wishing to explore such issues in depths are provided with a range of appropriate options in the second year of study.

After completing the course students should be able to:

- Identify and analyse strategic and operational opportunities and problems;
- Synthesise viable solutions and shape new initiatives;
- Implement plans, winning their acceptance within the organisation and transforming vision into reality
- Understand and respond to the operational demands of media organisations

More specifically, the course enables students to develop skills and expertise in managing:

- The nature and defining characteristics of the media and content industries;
- The specific strategic and commercial challenges associated with media management;
- The application of management tools and concepts within media organisations;
- The distinct challenges facing different media and content sectors including broadcasting, audio-visual production and distribution, and newspaper and periodical publishing
- The economic, social, political and cultural contexts within which media organisations operate;
- The economic structures of the media and content industries;
- The impact of new technologies upon media organisations, especially digitisation and the convergence of media distribution platforms;
- The economic factors involved in media production, consumption, technology and regulation;
- The role of regulation.
- The globalised nature of modern media;
- The formation and implementation of business strategy within a media context;
- Markets and business models for new and existing media products;
- Key operational functions and disciplines appropriate to the modern media firm.
- Managing creative individuals and creative processes
- Managing new media and interactive media

Employment and further study opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses
- Opportunities for part-time work, placements and work-related learning activities are widely available to students
- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision
- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

Graduates from the media management group of courses have found roles in a wide variety of media organisations including: CCTV, Hunan Television, State Administration of Radio Film and Television, Trends Group, Shenzhen Media Group (China), the BBC, eBay, Screen Digest (UK) Deutsche Telekom (Germany) NTV (Russia) MBC (South Korea) NDTV, Times of India and Hindustan Times (India) Welhoo (Finland) and Globo TV (Brazil).

Success in their Masters degree has allowed many of our alumni to move into more senior roles within the business they have been working in and to transfer to new sectors of the media. Others have launched their own successful media and marketing businesses.

Course learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning. These threshold statements of achievement are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course.

The skills strategy for the MA in Global Media Business reflects the University of Westminster's policy of "Educating for Professional Life," and is designed to provide a broad range of transferable skills that equip students to develop careers as media managers.

Knowledge and understanding

Students completing the MA in Global Media Business will be able to:

- Describe the overall structure and functions of national and international media industries from a management perspective;
- Critically assess the component sectors that together make up the media sector, as well as the differences between classic and new media;
- Draw upon and deploy key theoretical concepts and practical tools from the disciplines of management and economics that are relevant to the media industry;
- Be able, using a variety of tools and methodologies, to identify the environmental factors influencing decision making and analyse the contexts within which organisations operate;
- Identify and deploy methods to overcome barriers to strategic repositioning and organisational change;
- Identify and clarify the aims and objectives of media organisations and reflect them in the strategy formation process Identify and clarify the aims and objectives of media organisations and reflect them in the strategy formation process

- Describe the roles played by managers within various types of media and content organisation and demonstrate an awareness of the challenges posed by each industry sector and the success criteria used
- Understand the role of strategy formation inside the media organisation and the constraints and limits within which it takes place
- Critically evaluate and compare key approaches to strategy formation
- Evaluate the broad context within which problems and opportunities emerge within media organisations
- Plan practical digital media production and distribution initiatives
- Identify and reduce problems of inefficiency, excessive cost, low quality or inflexibility to change in media operations
- Plan workflows for converged digital media production and distribution
- Analyse and develop new media formats
- Analyse and manage media business processes
- Analyse and implement new management structures in media organisations
- Use change management methods to identify and manage resistance to strategic change
- Use project management methodologies to plan and implement a practical digital media distribution project
- Gain practical experience of implementing ideas of leadership in media project teams.

Specific skills

Participants will be able to demonstrate a range of cognitive and intellectual skills together with techniques specific to media and management. On successfully completing the course students will be able to:

- Use theoretical concepts and managerial tools to identify problems and opportunities within the organisation and suggest appropriate responses and courses of action;
- Source and analyse quantitative data and be able to use quantitative methods in developing business strategy;
- Prepare and articulate the case for change or for the development of new projects, business initiatives and products;
- Identify the key tasks involved in preparing and writing a business plan;
- Evaluate, at a high level, potential technological, legal, commercial and creative responses to the opportunities and threats posed by new technologies;
- Utilise forecasting and scenario planning techniques in mitigating risk and developing corporate and product strategies;
- Deploy communication and leadership skills in implementing change;
- Analyse and evaluate potential commercial partners and devise strategies for the maintenance of partnerships and joint ventures;
- Formulate realistic implementation plans for media firm strategies;
- Devise processes and metrics for the implementation of change and the measurement of progress against milestones and goals;
- Adopt an integrated approach to operational management, ensuring alignment of operational and strategic concerns;
- Articulate a 'cross-media' view of the operational functions that exist within media firms and the common lessons that can be drawn;
- Planning and managing media creative and business processes
- Developing plans for implementing digital and converged media production and distribution;
- Developing and implementing a practical project for digital media content distribution and marketing.

Key transferable skills

- Strategic analysis
- Leading strategic and operational change
- Analysing quantitative media market data
- Financial planning and management
- Business planning
- Developing and implementing digital marketing strategies
- Managing conflict
- Managing Diversity
- Motivating and rewarding team members
- Project Management
- Business Process Management
- Team and group working
- Leadership
- Negotiation
- Research skills
- Debating
- Consulting
- Application of methods and tools
- Identification and diagnosis of problem essentials
- Action planning
- Decision-making
- Critical analysis
- Creative thinking
- Independent learning
- Report writing
- Oral communication and presentation

Assessment is predominantly based upon coursework and the dissertation. For most courses coursework takes the form of projects or reports. A proportion of the mark for certain courses (10-20%) is based upon the oral presentation of the findings of the larger assignment or the presentation of initial research findings. Some assignments are group projects. A proportion of the marks for such projects are based on contribution an individual has made to the project and are based in part upon peer assessment.

Learning, teaching and assessment methods

Learning

Students participating in the MA in Global Media Business are expected to develop a critical understanding of the theory and practice of media management and business.

In part, this means acquiring knowledge through participation in lectures and seminars and through wide-ranging reading and critical engagement with a variety of sources. Although e-Portfolios of key chapters and papers will be provided, students are expected to engage with a wide range academic, business and news sources and explore literature and data resources in an independent fashion. Advice and guidance will be available from academic and library staff.

Elements of the MA in Global Media Business are *research-led*. Working in groups and in workshop environments, students have the opportunity to explore areas of personal interest, relating their investigations to their own professional and career goals, or the strategic and commercial activities of their current or former employers or businesses. Technological,

regulatory, policy and socio-cultural transformations mean that the media and creative industries are subject to almost constant (and often radical) change. We encourage students to explore these changing contexts in their work, applying insights and tools acquired in the formally taught parts of the course, and applying and testing them through in-depth research.

Students on Westminster's media management programmes also acquire knowledge and insight through participation in group work, ranging from non-assessed exercises (including case studies and simulations) through to major projects (for example, the business plan and product development project). Such activities help students understand the complex, concrete, and often contradictory nature of business problems and understand the wide range of factors that might come to bear on – for example, the process of decision-making.

Student-centred learning methods play an important part of the programme. Students are encouraged to not only solve problems but also participate in the formulation of questions, and in some instances, the shaping of elements of the curriculum through techniques such as brainstorming and mind-mapping.

Teaching

Principal teaching methods on the MA in Global Media Business include:

- Lectures
- Seminars
- Workshops
- Industry speaker sessions
- Group work

As discussed above, the students may participate in the identification of case studies and in directing the focus of module curricula (for example, identifying key technologies and business models to be investigated).

Case studies play an important part in the programme, providing an opportunity for teachers and students to interact around the discussion of concrete business problems and the experiences of global media organisations.

Assessment

The MA in Media Management is assessed entirely through course work. Assessments are varied and include traditional academic assignments (essays) and business-oriented outputs including:

- Presentations
- Management reports
- Workflow plans
- Business plans
- Marketing and branding briefs

Some assignments are oriented towards students' personal and professional development and include a Personal Development Plan (developed within the module 7MECM006W: Strategy Implementation in the Media Firm).

The programme combines personal and group assignments. The ability to collaborate and work in groups is essential in professional life. These assignments test students' abilities to lead and share work and responsibility. Such assignments combine a group mark and a mark for individual contributions. Individual scores are usually based on a peer-assessment score (from other members of the team) and an assessment by the tutor.

The MA Global Media Business is a full-time course, delivered using a combination of **full-time** and **intensive block mode teaching**.

Although a collaborative programme, the final degree **is assessed and awarded by the University of Westminster**, and is governed by its regulations and quality assurance procedures.

Students on the MA in Global Media Business begin having taken a one-year preparatory course with our partners, CUC. Successful completion of this course and achievement of 6.5 IELTS (6.0 in all categories) is an entry requirement for commencing the year's study with the Westminster for the MA in Global Media Business. China's Ministry of Education recognises that taken with the 16-17 credits (Chinese system) representing the CUC course, the MA in Global Media Business will be recognised as equivalent to a Chinese 2-year Masters **providing that in total it is equivalent to 49 Chinese credits (including 12 credits for the dissertation and 6 for an internship)**.

Westminster's award, recognised in the United Kingdom, **is based solely upon the credits achieved during the year of study under its direction**.

MA Global Media Business Foundation Course – Delivery at Communication University of China (CUC), Beijing

The MA Global Media Preparatory Course will be taught and assessed by CUC at their Beijing campus. This course comprises six theoretical modules totalling 16-17 credits¹. As stated above, students completing this course will be entitled to enter the MA Global Media Business programme. On completion of their first year they will receive a study statement certificate from CUC.

The collaborative programme also includes an internship. This internship, valued at 6 Chinese credits, is a condition for the recognition of the degree by the Chinese government. This can take place at the end of the first year or following the completion of the residency in the United Kingdom. The internship will usually take place in China.

MA Global Media Business Delivery at CUC, Beijing (Semester One) and University of Westminster, London (Semester Two).

Student must pass modules totalling 180 credits. This comprises six taught modules and a 60-credit dissertation module. The modules on the course are listed below:

¹ It should be noted that for validation and quality assurance purposes, this document uses UK/ University of Westminster conventions in describing course components. Courses (degrees) and comprised of modules (the smallest elements). This differs from Chinese convention where courses are the smallest component, and may sometimes be grouped into modules in the design of degree courses.

Credit Level 7							
Semester	Delivery	Module code	Module title	Status	UK credit	ECTS credit	China credit
1	China	7MECM002C	Media Management: Strategy, Context and Tools	Core	20	10	2
1	China	7MECM004C	Media Operations and Organisation	Core	20	10	2
1	China	7MECM003C	Media Markets	Core	20	10	2
2	UK	7MECM005W	Responding to a Changing Media Environment	Core	20	10	3
2	UK	7MECM006W	Strategy Implementation in the Media Firm	Core	20	10	2
2	UK	7MECM007W	International Media Firm in Transition	Core	20	10	2
1+2+3	UK & China	7MECM001W	Dissertation	Core	60	30	6

Delivery mode

Delivery of the MA in Global Media Business is divided between Beijing and Westminster's Harrow campus. The first semester will be taught by UK faculty staff making regular visits to Beijing. They deliver the programme in intensive teaching blocks, typically of 2-4 days teaching.

Block mode teaching (illustrated below) will be interspersed by guided independent study and project work. Downloadable lectures and supplementary information will be provided via the Virtual Learning Environment. Tutors will also be available for remote tutorials using services such as Collaborate, Skype or WeChat.

Semester One – delivery at CUC, Beijing

Teaching in Beijing begins in October and runs until December. Full details of the programme will be provided during the Induction week in CUC that starts immediately after the national holidays in China.

Time allocated to intensive teaching blocks may be spread over three or four days to allow for independent group work and reflection between sessions. Allocations also include time for group and 1:1 tutorial contact with teaching staff. Presentations for 7MECM002C (Media Management: Strategy, Context and Tools) projects will take place in the week preceding second semester teaching.

Semester Two – delivery at University of Westminster, Harrow Campus

Semester two will be delivered in conventional fashion with modules being taught concurrently. At the beginning of the semester UK-based Media Management, International Media Business cohorts and the MA Global Media Business students are integrated into common module groups.

Course philosophy and organisation

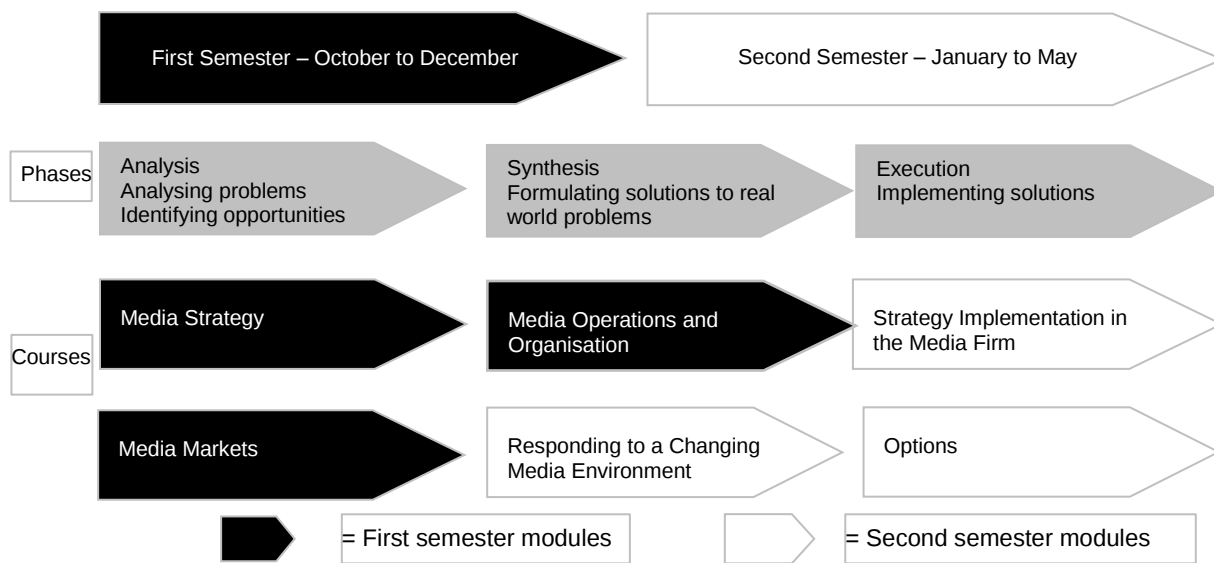
The MA Global Media Business, like its partner degree, MA Media Management, employs a phased approach (illustrated below), each phase building upon the last, providing the tools necessary for the development genuine insight into the problems facing media organisations and the formulation of potential strategic and operational solutions within media organisations.

Rooted in strategic planning methodology, the course commences with the identification and **analysis** of problems and opportunities before proceeding to engage with the **synthesis** of potential solutions, and their **implementation**.

For teaching purposes, one **implementation** module, **Media Operations and Organisation** is taught in the first semester as some detailed understanding of implementation and operational issues is helpful in grasping the nature of business and managerial problems and placing them in their proper context. This is particularly useful for less experienced students.

As outlined above, the course will be taught in two semesters, the first running from September to December, the second from January to May, each consisting of three modules. A short methods module is also provided, supporting their preparation for the final project or dissertation. The modules are: -

- **Media Management: Strategy, Context and Tools** provides an overview of the strategic and operational disciplines working within modern media organisations. The module addresses the contextual nature of strategy formation and analyses key drivers of change within media markets. As part of the process of examining such environmental factors the module also familiarises the student with key conceptual tools that will be deployed throughout the module.
- **Media Markets** introduces the student to the economic processes and structures that provide the context for decision-making and strategy formation. It develops their skills in the analysis of quantitative data concerning media market structures and trends. Students have access to a range of media specific databases to locate and analyse quantitative data. The module also addresses changing nature of revenue creation in the within media and content industries and the economic structure of a variety of media sectors including advertising, newspapers and periodicals, broadcast and cable, interactive media, and packaged content distribution.
- **Media Operations and Organisation** focuses upon the organisational and operational management techniques employed by media businesses. The module focuses on the changes to managing media as digitisation and convergence become more widespread.
- **Responding to a Changing Media Environment** is designed to provide students with a toolkit of techniques and methods that enable them to refine concepts, formulate solutions to business problems, innovate and develop new products and services. Issues covered in the module include finance, securing investment, refining the business model, strategic design, content strategy and business planning.
- **Strategy Implementation in the Media Firm** deals with the transformation of strategic recommendations and planned solutions into saleable products, functioning services and organisational practices. The module teaches managerial techniques – such as project management, leadership and team working – oriented towards the articulation of corporate aims and their translation into programmes for change. It also addresses internal and external factors – institutional, commercial, and cultural – that can act as a break on organisational change and development.
- **The International Media Firm in Transition** explores the changing functions and practices of international media organisations and focuses upon a number of themes and trends manifesting themselves on an international level. The module will look at the ways in which media companies large and small – are responding to the challenges posed by new technology, new approaches to media regulation, and media concentration.



In addition to the core taught modules students receive an intensive methods programme preparing them for their 15,000-word **dissertation or final project**. The content of these seminars will include discussion of key thematic issues impacting upon students' dissertation concerns, workshop sessions and practical exercises dealing with research and analytic methods, and discussion of issues relating to the research and preparation of interviews.

Tutorial support will be delivered via online discussion and Skype discussions during the first Semester and at Westminster during the second.

Dissertation supervision will be led by staff from the University of Westminster. However, Westminster staff will work closely with our colleagues from Communication University of China in the supervision process. Where Chinese topics are involved a Westminster tutor may work with a colleague from CUC to provide specialist regional knowledge and insight.

Students can expect to receive up to five hours of tutorial support over the academic year. This might take the form of face-to-face meetings, individual or group tutorials, the review of draft chapters or discussions via email, telephone or Skype.

Applicants join the course bringing with them a wide range of professional experience. While some students will have spent many years' working as journalists, producers, or junior executives others will have had more limited workplace experience. Course content and materials are designed to reflect this range of experience. Moreover, the MA Global Media Business is designed to encourage knowledge transfer between students as well as between academic staff and the student body. The academic staff will also seek to quickly identify gaps in knowledge highlighted in diagnostic essays, seminars and workshops and remedy any shortfall through directed study.

Academic regulations

The current Handbook of Academic Regulations is available at westminster.ac.uk/academic-regulations

How will you be supported in your studies?

Course Management

The course is taught by the University of Westminster. The academic host for the course is Westminster School of Media, Arts and Design:

- **Kerstin Mey, Dean of the School**, holds overall responsibility for the course, and for all courses run by the School of Media, Arts and Design.
- **Jonathan Stockdale**, is the Associate Dean for Postgraduate Studies.

The host cluster is the Centre for Creative Industries Management within the School of Media, Arts and Design:

- **Charles Brown, Cluster Leader** holds overall academic responsibilities for all courses run by the Centre for Creative Industries Management.

The Course Team comprises:

- **Peter Block** (P.Block@westminster.ac.uk) Course leader responsible for day to day and general management of the course in all its delivery modes and:
 - Approving student study programmes
 - Organisation of tutorial, supervisory support and pastoral care
 - Co-ordination of marks for assessment boards
 - Leading the following modules; Media Operations and Organisation module in China, Strategy Implementation in the Media Firm in the UK and supervises tutees on the dissertation module
- **Charles Brown**, Cluster leader, Postgraduate Centre for Creative Industries Management (c.brown18@westminster.ac.uk) leads the Media management strategy, context and tools and supervises tutees on the dissertation module.
- **Dr Paul Dwyer** (dwyerp@westminster.ac.uk) responsible for leading the Media Operations and Organisation module in the UK. Paul is also the course leader for the MA in International Media Business.
- **Dr. Alessandro D'Arma** (darmaa@wetminster.ac.uk) responsible for leading the Media Markets course and contributing to the course, Media Strategy. He also leads and supervises tutees on the dissertation module
- **Barry Flynn** (B.Flynn@westminster.ac.uk) responsible for leading the modules on International Media Firm in Transition and Media Business Strategy he also contributes to the Media Markets module/
- **Doug Specht** (D.Specht@westminster.ac.uk) co-leads and supervises tutees on the dissertation module

In addition, a number of visiting lecturers contribute to modules, providing industry expertise and insight. These have included: Rishi Dastidar (Archibald Ingall Stretton), Hugh Geach (BSkyB), Eric Guillaume (BBC.com), Ian Parkinson (former managing editor, Radio One), James Roberts (Media Consultant), John Sanderson (JFWS Ltd.), Michael Starks (BBC) John Thater (Thater Media) Peter Wesley (former head of marketing, Telewest).

It should be noted that module leadership responsibilities may be subject to change.

Academic Support

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Faculty Registry Office. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students

Learning Support

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students² can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their Faculty. Students can also securely connect their own laptops and mobile devices to the University wireless network.

Support Services

The University of Westminster Student Affairs department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University.

How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel in 2013. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

² Students enrolled at Collaborative partners may have differing access due to licence agreements.

The course is also monitored each year by the Faculty to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the outcomes from Course Committees, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. Each Faculty puts in to place an action plan. This may for example include making changes on the way the module is taught, assessed or even how the course is structured in order to improve the course, in such cases an approval process is in place.

A Course review takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with review panels to provide feedback on their experiences. Student feedback from previous years e.g. from Course Committees is also part of the evidence used to assess how the course has been running.

How do we act on student feedback?

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through Course Committees students have the opportunity to express their voice in the running of their course. Student representatives are elected to Committee to expressly represent the views of their peer. The University and the Students' Union work together to provide a full induction to the role of the student representatives.
- Each Faculty also has its own Faculty Student Forum with student representatives; this enables wider discussions across the Faculty. Student representatives are also represented on key Faculty and university committees.
- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.
- The University also has an annual Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.

Please note: This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. This specification should be read in conjunction with the Course Handbook provided to students and Module Handbooks, which provide more detailed information on the specific learning outcomes, content, teaching, learning and assessment methods for each module.

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