

## PROGRAMME SPECIFICATION

### Course record information

Name and level of final award:	The <i>MSc International Development Management</i> The <i>MSc International Development Management</i> is an <i>MSc</i> degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma of HE in International Development Management Postgraduate Certificate of HE in International Development Management
Awarding body/institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	Marylebone Campus 35 Marylebone Road London NW1 5LS
Language of delivery and assessment:	English
Course/programme leader:	Dr. Ola Sholarin
Course URL:	
Mode and length of study:	Full time (one year); Part time (two years)
University of Westminster course code:	IDMPIDM
JACS code:	N100
UKPASS code:	004405
QAA subject benchmarking group:	Business and Management

Professional body accreditation: Not applicable

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Date of course validation/review: 1998/ 2007/2013

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Date of programme specification: February 2016

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### **Admissions Requirements:**

The entry requirement for admission onto the MAIDM programme is a minimum of Lower Second Class Honours in any relevant undergraduate degree (or overseas equivalent), which would include cognate disciplines in the Social Sciences, Humanities or Business, as well as others such as Science and Mathematics.

An IELTS overall score of 6.5 (with a minimum 6.0 in each component) or 92 overall in TOEFL (with a minimum of 17 in Listening and Writing, 18 in reading and 20 in speaking components) is required in addition for applicants, who have not had their secondary or tertiary education through the medium of English. In exceptional circumstances, applicants without a first degree might be accepted onto the course, provided they possess relevant and verifiable work experience and a minimum of 6.0 in IELTS.

Where qualifications and experience profiles of an applicant are unusual or not clearly defined, the Admissions Office might solicit the opinion of the Course Leader or the Director of Postgraduate studies regarding suitability of the applicant for the programme. In this circumstance, the Course Leader or the Director of Postgraduate studies will match the course's prerequisite knowledge against the applicant's qualifications and work experience, and advise the Admissions Office accordingly.

The University operates a system of awarding credit for prior learning either accredited (APL) or experiential (APEL). Applications can be considered on an individual basis following acceptance on to the course, and any credit awarded for prior certified or experiential learning will be notified to the Course Conferment Board.

The student's prior learning claim is mapped against the learning outcomes of the course. The decision on a claim rests with the Admissions Tutor or Course Leader, subject to confirmation by the Dean of School or a nominee and ratification by the APL Board. Students need to have enrolled on the course before a claim for APL can be considered.

### **Aims of the Course:**

The MScIDM course aims to prepare graduates for a career in Development Management with an international organisation, a non-governmental body or a government development agency.

Specifically, the course aims to:

- Develop students' in-depth knowledge of relevant development theory and practice, in an international context, and to facilitate an awareness of the context in which this body of knowledge has emerged,
- Provide students with the opportunity to acquire the expertise necessary for the framing and diagnosis of complex development issues and problems and to employ appropriate management techniques to resolve these,
- To enhance students' capacity to critically evaluate national and international economic, political and social factors affecting the development policy environment,
- To develop students' management competences and the ability to apply a range of management techniques in a development context,
- To provide the opportunity for students to develop a specialist expertise in a particular aspect of development management through in-depth theoretical or empirical research and analysis.

### **Employment and Further Study Opportunities:**

In today's competitive and dynamic global economy, organisations need graduates with both good degrees and skills relevant to the workplace. The University of Westminster is committed to developing skilful and 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 members are provided with up-to-date data on labour market trends and employers' requirements which will inform the service delivered to students.

The MScIDM is very much aimed at interface between development theory and practice, combining rigorous academic study with the policy insights offered by development practitioners. As a result, students who have successfully completed the MScIDM course will be equipped to work in a variety of professional roles in a development context either within international, national or local government, or other public sector organisations, or non-government organisations

Recent experience shows that it is also becoming increasingly possible for graduates of the MScIDM programme to be self-employed as Development Consultants, working for multinational organisations in a variety of capacities. Students would be able to draw on their development management skills and link this with sound project management expertise developed on the programme.

Following registration on the MScIDM programme, students are encouraged to register as members of the Development Studies Association (DSA), and Devex (the world's largest community of International Development Experts and Professionals). Although these organisations do not provide professional accreditation as such, they offer platforms for networking and the sharing of research materials which are invaluable for success on the course and for future career development after graduation.

As such, graduates of the MScIDM programme would be able to network freely with their professional counterparts across the globe, and remain at the forefront of their profession even after graduation.

In addition to these opportunities, eligible students could develop their skills and knowledge further by embarking on a field-based work placement programme with an NGO during their holiday period. Westminster Business Schools' Business Experience and International Unit will facilitate this by regularly placing details of placement vacancies and contact links of appropriate organisations on the Blackboard.

The successful completion of the MScIDM will also enable graduates to pursue a research degree (e.g. M.Phil or a PhD) in relevant area, if they so desire.

### **Course Learning Outcomes**

Learning outcomes are statements on what successful students have achieved as the result of learning. For the MScIDM programme, these threshold statements of achievement are linked to the knowledge, understanding and skills that a student will have gained on successful completion of the programme.

The special feature of the MScIDM programme is the unique blend of theoretical and practical knowledge and the skills base that it develops. Students completing the course will have acquired knowledge of key development theories and issues, strongly underpinned by good theoretical and practical skills in the management area.

The course therefore facilitates and enables students to develop problem identification skills and the ability to apply critical analysis to international business and economic processes within a development context. It also equips them with the theoretical and practical skills to put forward solutions to a range of relevant problems. The course also develops students' analytical and methodological skills and enables them to apply these in different policy environments. In effect, the programme engenders critical thinking skills amongst the students, and challenges them to think laterally and creatively. These outcomes are classified into three categories namely: knowledge and understanding skills, specific skills, and key transferable skills.

### **Knowledge and Understanding**

On successful completion of the course, students will be able to demonstrate a good understanding and critical knowledge of:

- Global and regional development issues, including an appreciation of their scope and policy implications;
- Project management techniques and procedures for conducting diagnostic appraisal of development interventions and the technical capability to proffer workable and sustainable solutions;
- The role and influence of global development stakeholders in fostering sustainable development and demonstrate the ability to access and utilise their regional and global expertise.
- A specialist area of development management, based on in-depth empirical or conceptual research,

### **Specific Skills**

On successful completion of the course, students would have acquired the skills to:

- Critically review relevant development theory and practice, and conduct diagnostic and strategic analyses of development management issues in an international context.
- Apply relevant management techniques in the diagnosis of development problems and in the identification of solutions to these problems.
- Deploy a range of project management methods necessary to operate as a development specialist within national and international contexts.
- Conduct a lucid and substantive piece of research within the area of international development management, through the application of appropriate research methodologies and data analysis, be able to communicate findings in a manner that is coherent and consistent.
- Appraise and apply various techniques of economic and financial analysis to validate initiation of a development intervention, as well as its sustainability.
- Constructively engage with stakeholders at various stages and levels of a development intervention, and to help build outcomes that are inclusive and deliverable.
- Critically evaluate developmental projects with a view to identifying causes of failure and recommending appropriate corrective measures.

### **Key Transferable Skills**

These include the ability to :

- Solve complex problems in a systematic way, informed by a range of relevant knowledge, tools and techniques;
- Act autonomously in planning and implementing tasks in a professional setting;
- Reflect on personal performance and planning for personal development;
- Apply interpersonal, group-working and leadership skills to enhance the performance of oneself and others.

- Engage in a range of academic communication processes, both oral and written.

## **Learning, Teaching and Assessment Methods**

### **Learning**

The programme's learning strategy engenders a student-centred learning approach through active interaction amongst students, with tutors playing the role of facilitators. In line with this principle, students are encouraged to be self-motivated and independent learners, with the ability to reflect in an atmosphere in which intellectual freedom is engendered and nurtured.

The driving aim of the programme is to offer an appropriate blend of theory and practice. As such, students will be expected to focus on development of the knowledge, and analytical and appraisal skills necessary for an international development manager. The emphasis will therefore be on acquiring and developing a range of both theoretical and practical skills. As well as utilising in-house research and practical experience, the course will draw upon business, government and non-government experts, to provide specialist knowledge and insights where necessary. As such, problem-based learning approaches – using complex, 'real-life' development problems - feature prominently in several modules on the programme. For instance, in the core module Current Issues in International Development, in addition to guest lectures from international development practitioners, small teams of students will be required to investigate a contemporary development issue and to present their finding using a range of media. In the Managing Development Interventions module, the emphasis is on the analysis of specific projects or programmes, using policy documents from international agencies and organisations.

In addition to expert-led learning and teaching, the students on the MScIDM programme will be expected to undertake guided independent study to broaden their knowledge base, complete other formative learning activities and undertake independent research for their project. Students on the MScIDM will be encouraged to read widely and keep abreast of contemporary International Development issues.

The project module will enable the students to develop a specialist area within the International Development Management field, by requiring them to explore a practical development issue focused on a region (or regions) of their choice. Each of the students will be allocated a project supervisor who will facilitate the development of the student's specialist skills and guide them through the research and writing process.

### **Teaching**

The Course Team uses a variety of approaches to teaching, including technology-enhanced and blending learning methods, including the following:

- Lectures,
- Tutorials,
- Small group workshops,
- In-class discussions,
- Student-led presentations,
- Case studies

In each of the above approaches, specific steps are taken to stimulate collaborative learning and active participation by the students.

Specialist guest speakers, including field practitioners, are invited to lead workshops and in-class discussions. This further enhances the teaching activities on the programme and offers useful practical perspectives. Students on the programme will, in addition, have access to an on-line Blackboard VLE system. There they will be able to access the material posted on the various module sites which will include module handbooks, lecture slides, seminar activities and a wide range of supporting information. The course site will provide information on activities and events available to students. The Blackboard site therefore supplements classroom delivery and offers relevant and regular sources of information for the students.

### **Assessment**

The MScIDM programme employs a wide variety of formative and summative assessment methods, including group presentations, in-class tests, essays, projects and final examinations, amongst others. In all cases, assessment methods are selected and combined to validate the achievement of the learning outcomes and the acquisition of knowledge and skills as specified within the individual modules and at course level. Where a group assessment method is considered appropriate, the programme offers a mechanism for assessing individual contributions from group members, in order to discourage 'free riding'. The Course Team works collaboratively to ensure the clarity of marking criteria, consistency of the marking process and timeliness of assessment feedback. The Team also monitors the detail and clarity of assessment feedback as well as the evenness of the assessment workload.

### **Course Structure**

The programme of study is organised on a semester basis and the course consists of eight core modules and one option module taught over two semesters. Students also normally complete their project module after the second semester of study. Each taught module requires three hours of classroom per week. In addition to the formal programme of study, which may include up to two weeks of structured independent tasks for each module, students are also expected to allocate time for other private study and completion of assignments. The course structure is summarised below:

## **Course structure**

This section shows the core and option modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year.

<b>Credit Level 7</b>				
<b>Module code</b>	<b>Module title</b>	<b>Status</b>	<b>UK credit</b>	<b>ECTS</b>
BEQM711	Managing Data	Core	20	10
BEQM712	Development Economics and Policy	Core	20	10
BEQM713	Current Issues in International Development	Core	20	10
BEQM714	Managing Development Interventions	Core	20	10
BEQM715	Research Methods	Core	10	5
BEQM716	International Development Finance	Core	20	10
4HRM7C7	Human Resource Strategies for the International Manager	Core	20	10
BEQM717	International Development Management Project	Core	30	15
	One option module (a student may take any Level 7 module from across the university, subject to the approval of the course leader)	Option	20	10
<b>Award of MSc available</b>				

Please note: Not all option modules will necessarily be offered in any one year.

## **Academic Regulations**

The MSc International Development Management and its intermediate awards operate in accordance with the University's Academic Regulations and the *Framework for Higher Education Qualifications in England, Wales and Northern Ireland published by the Quality Assurance Agency for Higher Education (QAA) in 2008.*

Students on MScIDM programme are to ensure that they have and keep for reference a copy of the current edition of the Westminster Business School General Information & Regulation Handbook, the University handbook called 'Essential Westminster' and the Handbook of Academic Regulations. The course specific requirements for MScIDM should be read in conjunction with the Modular Framework for Postgraduate Courses and Sections 11 to 19 of the Handbook of Academic Regulations, which is available on-line at the Academic Registrar's homepage at: [www.wmin.ac.uk/academicregistrars](http://www.wmin.ac.uk/academicregistrars)

A copy of the current edition of the general University handbook called Essential Westminster is available at [westminster.ac.uk/essential-Westminster](http://westminster.ac.uk/essential-Westminster). Current Handbook of Academic Regulations is available at [westminster.ac.uk/academic-regulations](http://westminster.ac.uk/academic-regulations).

## **Academic Award**

To qualify for the award of MSc International Development Management, a student must:

- obtain a minimum of 180 credits at Level 7;
- attempt modules worth no more than 240 credits;  
Note: A first attempt of any module will count as an attempt, and a re-attempt of any module that a student has failed will count as a further, separate attempt. Re-assessment following referral at the first sit will not count as a further separate attempt;
- satisfy the requirements contained within any course specific regulations for the relevant Course Scheme.

The University may award a Masters Degree with Merit in [MScIDM] to a student whose marks average at least 60% across modules at Level 7 or a Distinction to a student whose marks average at least 70% across the modules at level 7.

An intermediate award of a Postgraduate Certificate (normally 60 UK credits at level 7) or a Postgraduate Diploma (normally 120 UK credits at level 7) is available for students who are unable to complete the course.

## **Support for Students**

On arrival at the university, an induction programme is offered to introduce students to the staff responsible for the course, the campus facilities, including the Library, IT and the School Registry. Students will be provided with the Course Handbook, which provides detailed information about the course. Students are allocated a personal tutor, who can provide advice and guidance on academic matters.

Learning support for students includes the Library which holds print collections of 360,000 books, 1,600 journal subscriptions and substantial audio visual collections across its four sites. Access to all resources including over 6,500 electronic resources (databases, e-journals, e-books, exam papers and links to recommended websites) is facilitated through Library Search, a new online service.

There are over 3,500 computers available across the four University campuses for students' use. The University uses a Virtual Learning Environment called Blackboard where students can access course materials and communicate with staff and their peers via message boards.

At the University level, the Student Advice Office provides guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers and multi-faith chaplaincy issues. The International Office provides specific support for international students. The University of Westminster Students' Union also provides a range of facilities to support all students during their time at the University.

The school has an International Student Adviser (ISA), who is based in the Student Advice Service office at Cavendish House throughout the week. The ISA provides support on non-academic issues, including immigration, working in the UK, finance, culture shock and homesickness among others. The University of Westminster Students' Union also provides a range of facilities to support all students during their time at the University.

### **Reference Points for the course:**

#### **Internally**

In designing this course, references have been made to a number of internal materials, including: its previous delivery outcomes, (supplemented by periodic review by the course team), the PG Director's feedback, comments from the Dean of School, Associate Dean and previous Course Leaders. Comments and observations from: members of the course Marketing team, the International Office, School Admissions Office, current students and the Registry. Student feedback from previous years and comments from external examiners have also been taken into consideration.

Other appropriate sections within the wider University community have also been consulted, including: the Academic Registrar's Office. Reference has also been made to the latest editions of regulatory documents within the university, including: the University of Westminster Handbook of Academic Regulations, the University of Westminster Quality Assurance Handbook, the School and University Teaching, Learning and Assessment Strategy, the Essential Westminster as well as data inputs from both the SRS Web and the Central Planning Office.

#### **Externally**

Further to this, a number of external sources of inputs have also been considered. These include: the course external examiner, the QAA Subject Benchmarking Statement for Masters Awards in Business and Management and information from the HESA data base. A wide range of field practitioners including alumni, in various sectors of business have, in addition, been consulted.

### **Quality Management and Enhancement:**

#### **Course Management.**

The Course is managed by Dr. Ola Sholarin, who is also a Module Leader on the course, to serve for a period of four years. The course is delivered by a team of experienced module leaders, who constitute the Course Team and who work together to ensure that the course is delivered in a coherent and consistent manner. The Course Leader is appointed by the Director of Postgraduate Studies in collaboration with the appropriate Head(s) of Department and the Associate Dean for Teaching,

Learning and Quality. The delivery of this course cuts across a number of departments within the Westminster Business School. As such, the Course Leader also liaises with other module leaders and course leaders from across WBS on matters of interest to MScIDM students.

### **Course Approval, Monitoring and Review.**

The course was initially approved by a University Validation Panel in 1998 as the MA Development Administration. It was then reviewed in 2003/04, where the title of the award was changed to MA Development Management. In order to reflect the Course structure and the more international focus, the course was renamed MA International Development Management at the revalidation session in 2007. The course underwent periodic review in 2013. Approval was given for an award title change to MSc International Development Management in February 2016.

The review panel included internal peers from the University and external subject specialists from academia and industry to ensure the comparability of the course to those offered in other universities and the relevance to employers. Periodic course review helps to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. For potential students, this helps to maintain the currency of the course and guarantee that the programme of study they undertake prepares them effectively for careers in the field of International Development Management worldwide.

The course is monitored each year by the School 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 each Course Committee, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. The Annual Monitoring Sub-Committee considers the School action plans resulting from this process and the outcomes are reported to Academic Council, which has overall responsibility for the maintenance of quality and standards in the University.

### **Student Involvement in Quality Assurance and Enhancement.**

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways. The most formal mechanism for feedback on the course is the Course Committee. Student representatives will be elected to sit on the Committee to represent the views of their peer group in various discussions. In addition to this, all students are invited to complete a Student Module Evaluation 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 Student Experience Survey, which stimulates feedback from students about their course and University experience. Students are further involved in quality assurance and enhancement on the programme when they are invited to meet with review panels during the periodic review of the course to provide oral feedback on their experience on the course.

Student feedback from Course Committees also forms part of the Schools' quality assurance evidence base.

For more information about this course, please contact the Course Leader:

**Dr. Ola Sholarin**  
**Marylebone Campus, Room C-421,**  
**Tel: 02079115000 ext. 66663**  
[sholaro@westminster.ac.uk](mailto:sholaro@westminster.ac.uk)

**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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