

Postgraduate Programme Specification

MSc International Management and Business Development

This specification provides a summary of the main features of the programme and learning outcomes that a student might reasonably be expected to achieve and demonstrate where full advantage is taken of all learning opportunities offered. Further details on the learning, teaching and assessment approach for the programme and modules can be accessed on the University website and Virtual Learning Environment, GCU Learn. All programmes of the University are subject to the University's [Quality Assurance](#) processes.

1. GENERAL INFORMATION			
Programme Title	International Management and Business Development		
Final Award	MSc International Management and Business Development		
Awarding Body	Glasgow Caledonian University		
School	GCU London		
Department	GCU London		
Mode of Study	Full-time Part-time		
Location of Delivery	London Campus		
UCAS Code	N/A		
Accreditations (PSRB)	N/A		
Period of Approval	From:	June 2026	To: August 2031

2. EDUCATIONAL AIMS OF PROGRAMME
The MSc International Management and Business Development programme aims to provide students with a comprehensive understanding of the complex challenges faced by managers operating in an international organisational environment as well as the strategies, policies and practices key to developing existing or new businesses in a responsible manner. Central to the programme is the development of professional competence with an emphasis on managing self and others, responsible leadership, cross-cultural awareness and global citizenship. The international aspect is essential and interwoven and recognised in all modules of the programme, addressing the ever-increasing global and intercultural aspect of organisations. The key idea is that all business is now to an extent global and graduates need to understand international perspectives even in local Small and Medium Enterprises (SMEs). In addition, the programme offers extending the knowledge in business development through developing competence in change management and entrepreneurship. The concept of business development within the programme includes both developing existing business (franchising, continuous improvement, internationalising etc.) and starting new business (entrepreneurship and start-ups). Such a two-faceted treatment of the concept is unique for this postgraduate programme. Also critical to the study of international business management is insight into the policies and techniques applicable to managing people and processes to deliver sustainable business performance. This masters degree will enhance student employability through participation in a

wide-range of teaching and learning experiences including integrative case studies, group projects and presentations, company visits and industry speakers.

The programme aims to meet the needs of students who wish to pursue a general international management career or professionals who seek to extend their knowledge and expertise in business development in an international arena. Students may come from a background of having studied a business-related subject who wish to gain a greater understanding of international business management and business development to enhance their career opportunities. However, the programme will also be attractive to applicants who have studied non-business related subjects (e.g., engineering, social sciences, psychology, etc.) at undergraduate level. The programme team believe the programme or modules within it will appeal to existing entrepreneurs and working managers and the team is keen on practitioners to apply.

3. LEARNING OUTCOMES

MSc International Management and Business Development's Programme Learning Outcomes are defined by the programme development team in accordance with SCQF guidance on level descriptors. The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills, qualities and other attributes in the following areas:

A: Knowledge and understanding;

- A1 Demonstrate critical and integrated knowledge and understanding of responsible and ethical international management within diverse and dynamic global contexts.
- A2 Evaluate sustainable business models, ESG principles and governance frameworks in relation to organisational performance and societal impact.
- A3 Assess strategic decision-making critically using digital transformation, data analytics and emerging technologies.
- A4 Analyse cross-cultural, institutional and geopolitical factors influencing international organisations and markets.
- A5 Demonstrate critical understanding of research philosophies and methodologies, and their application to evidence-based professional practice.

B: Practice: Applied knowledge, skills and understanding;

- B1 Design and evaluate strategic and operational solutions to complex international business challenges.
- B2 Apply specialised leadership skills to lead, manage and develop others ethically within culturally diverse and dynamic organisational contexts.
- B3 Apply entrepreneurial and innovative thinking to the development and enhancement of new and existing ventures.
- B4 Plan and execute globally oriented organisational and market-focused projects informed by sustainability and responsible leadership.
- B5 Demonstrate critical reflection and creative problem-solving to evaluate and enhance professional managerial and organisational practices.

C: Generic cognitive skills;

- C1 Critically analyse, synthesise and evaluate complex and ambiguous international business issues.
- C2 Conceptualise and define new, abstract and emerging problems within international management contexts.

- C3 Develop original, creative and responsible responses to global business challenges.
- C4 Critically review, integrate and extend theory, research and practice to advance professional knowledge, understanding and critical thinking.
- C5 Deal with complex issues and make informed judgements in situations characterised by uncertainty, risk and incomplete information.

D: Communication, numeracy and ICT skills

- D1 Communicate complex ideas persuasively and professionally using written, oral and digital media.
- D2 Present, defend and challenge ideas and decisions to diverse stakeholders across cultural contexts.
- D3 Employ advanced interpersonal, collaborative and transferable skills to communicate and work effectively with others across diverse contexts.
- D4 Use appropriate digital technologies and software to analyse, visualise and present data for managerial decision-making.
- D5 Interpret and apply quantitative, qualitative and visual data to support international management practice.

E: Autonomy, accountability and working with others.

- E1 Exercise substantial autonomy, initiative and ethical judgement informed by self-awareness and emotional intelligence.
- E2 Take responsibility for own professional development and for leading the work of others.
- E3 Manage partnerships, people and resources responsibly within inclusive and international environments.
- E4 Demonstrate ethical leadership and initiative by making an identifiable contribution to organisational change and sustainable development.
- E5 Critically reflect on professional values, responsibilities and impact in pursuit of the Common Good.

4. LEARNING AND TEACHING METHODS

The programme provides a variety of learning and teaching methods. Programme and Module specific guidance will provide detail of the learning and teaching methods specific to each module.

Across the programme the learning and teaching methods and approaches may include the following:

- Lectures
- Seminars
- Practical classes
- Simulation experiences
- Groupwork
- Flipped classroom approaches
- Online learning

The delivery of the MSc IMBD operates on a mandatory hybrid-by-design framework. Online contact hours are strictly capped at a maximum of 20%, serving a deliberate pedagogical purpose to deliver foundational knowledge frameworks and flipped-classroom preparatory materials. This is balanced by a minimum of 80% face-to-face active learning workshops on campus to foster deep student collaboration, peer support, and professional competence. Continuous student progression tracks for each respective entry cohort (Trimester A, B, and C) ensure a balanced academic load, preventing module bunching and maintaining sequential learning development throughout the 180-credit lifecycle.

From September 2026, GCU London is moving away from online delivery and switch to fully on campus teaching and learning

5. ASSESSMENT METHODS

The programme provides a variety of formative and summative assessment methods. Programme and Module specific guidance will provide detail of the assessment methods specific to each module.

Across the programme the assessment methods may include the following:

- Written coursework (essays, reports, case studies, dissertation, literature review)
- Oral coursework (presentations, structured conversations)
- Practical Assessment (VIVA, Laboratory work)
- Group work
- Blogs and Wikis
- Portfolio Presentations
- Formal Examinations and Class Tests

The above assessments may be delivered either in person and online as appropriate and determined at module level by the Module Leader.

6. ENTRY REQUIREMENTS

Specific entry requirements for this programme can be found on the prospectus and study pages on the GCU website at this location: www.gcu.ac.uk/study

The Course webpage specific to this Programme is: <https://www.gcu.ac.uk/study/courses/msc-international-management-and-business-development-london>

All students entering the programme are required to adhere to the [GCU Code of Student Conduct](#).

7. PROGRAMME STRUCTURE AND AVAILABLE AND FINAL EXIT AWARDS¹

The following modules are delivered as part of this programme:

Module Code	Module Title	Core or Optional	SCQF Level	Credit Size	Coursework 1 %	Coursework 2 %	Examination %
MML530829	Career Planning and Professional Development	Core-AB	11	15	30	70	
MMX230830	Introduction to Research Methods	Core-AB	11	15	30	70	
MMN530826	Digital Marketing and Data Analytics	Core-A	11	15	30	70	
MMW230991	Managing Change	Core-A	11	15	40	60	
MMW230988	Leadership and People Management	Core-A	11	15	30	70	
MMN230989	Innovation and Entrepreneurship	Core-B	11	15	40	60	
MMN330990	Strategic Financial Management	Core-B	11	15	40	60	
MMW230992	International Management, Governance and Sustainability	Core-B	11	15	40	60	
MMX230831	Research Project	Core-C	11	60	20	80	

Students undertaking the programme on a full-time basis commencing in September/January/May of each year will undertake the modules presented above.

The following final and early Exit Awards are available from this programme²:

Postgraduate Certificate in International Management and Business Development – achieved upon successful completion of 60 credits from the modules listed above (excluding the Dissertation/Project module)

Postgraduate Diploma in International Management and Business Development – achieved upon successful completion of 120 credits from the modules listed above

Master of Science in International Management and Business Development – achieved upon successful completion of all of the modules listed above (180 credits)

¹ Periodically, programmes and modules may be subject to change or cancellation. Further information on this can be found on the GCU website here:

www.gcu.ac.uk/currentstudents/essentials/policiesandprocedures/changesandcancellationtoprogrammes

² Please refer to the [GCU Qualifications Framework](#) for the minimum credits required for each level of award and the Programme Handbook for requirements on any specified or prohibited module combinations for each award.

8. ASSESSMENT REGULATIONS

Students should expect to complete their programme of study under the GCU Assessment Regulations that were in place at the commencement of their studies on that programme, unless proposed changes to University Regulations are advantageous to students. These can be found at:

<https://www.gcu.ac.uk/aboutgcu/supportservices/qualityassuranceandenhancement/regulations-and-policies>

VERSION CONTROL (to be completed in line with AQPP processes) Any changes to the PSP must be recorded below by the programme team to ensure accuracy of the programme of study being offered.			
<i>Version Number</i>	<i>Changes/Updates</i>	<i>Date Changes/Updates made</i>	<i>Date Effective From</i>
1.0	PSP Prepared as part of Periodic Review of Programme delivered from June 2026. Changes to assessments compared to previous iteration of programme.	June 2026	September 2026

Curriculum Map

The curriculum map links the modules listed in the Programme Structure to the Learning Outcomes

This map provides both a design aid to help academic staff identify where the programme outcomes are being developed and assessed within the course.

It also provides a checklist for quality assurance purposes and could be used in approval, accreditation and external examining processes. This also helps students monitor their own learning, and their personal and professional development as the course progresses.

Modules			Programme Learning Outcomes																								
	Code	Title	A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	E1	E2	E3	E4	E5
SCQF 11	MMW230991	Managing Change	x	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	MMW230988	Leadership and People Management	x	x		x		x	x		x	x	x		x	x	x	x	x	x			x	x	x	x	x
	MMN230989	Innovation and Entrepreneurship		x	x			x		x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	
	MMN330990	Strategic Financial Management	x	x	x	x		x		x	x	x	x			x	x	x			x	x	x	x		x	
	MMW230992	International Management, Governance and Sustainability	x	x		x		x	x		x	x	x	x	x	x	x	x	x	x			x	x	x	x	x
	MMX230830	Introduction to Research Methods	x		x		x	x			x	x	x	x		x	x	x				x	x	x			x
	MML530829	Career Planning and Professional Development	x	x		x		x					x		x					x			x	x			
	MMN530826	Digital Marketing and Data Analytics			x			x		x	x		x		x	x	x	x			x	x	x	x	x	x	
	MMX230831	Research Project	x	x	x	x	x	x			x	x	x	x	x	x	x	x	x		x	x	x	x		x	x