Buckinghamshire New University

PROGRAMME SPECIFICATION

1. Key Information

Programme Title:	MSc Managing Organisational Risk and Resilience
Awarding Institution:	Buckinghamshire New University
Teaching Institution(s):	Buckinghamshire New University
Subject Cluster:	Security
Award Title (including separate Pathway Award Titles where offered):	MSc Managing Organisational Risk and Resilience
Pathways (if applicable)	
FHEQ level of final award:	7
Other award titles available (exit qualifications):	PG Certificate PG Diploma
Accreditation details:	N/A
Length of programme:	2 years 3 years
Mode(s) of Study:	Part-time
Mode of Delivery:	Distance learning
Language of study:	English
QAA Subject Benchmark(s):	Business and Management (2019)
Other external reference points (e.g. Apprenticeship Standard):	
Course Code(s):	MSMORRDP (2-year version) MSMORRD3 (3-year version)
UCAS Code(s):	
Approval date:	April 2023
Date of last update:	

2. Programme Summary

Our specifically developed distance Masters offers anyone wanting to develop their mastery/career in this subject for themselves, their organisation or sector. The course is designed to enhance careers for individuals who are new to higher education or would like to continue their studies whilst supporting busy lifestyles both personally and professionally.

The course offers a strategic enterprise-wise approach for anyone working in the Risk; Business Continuity; Safety; Security; Cyber; Emergency Management or Resilience sector

with the capability to meet the needs of the evolving organisation and society, through a rigorous applied programme. One of the few courses of its kind to be offered as a part-time distance learning Masters, designed to meet these challenges, and needs in order to build relevant knowledge and appropriate skills, through a variety of bite size distance delivery methods, which can be sourced in your own time. The learning and assessment are designed to support current and future complexities of organisations, allowing learners to support the organisation or sectors development of Organisational Resilience. The degree is 'applied' in its nature, and you will learn by applying each subject area within your own life and profession. The programme is delivered in a unique and flexible manner that allows you to participate and learn together with learners from around the globe through 'flexible and distributed learning'. A variety of media and platforms will be used to ensure you have a range of choices and routes to engaging with the material, tutors and other learners, in a manner that can be flexibly fitted around other commitments.

The fast pace of contemporary societal change has brought the critical requirements for organisations to be resilient. Organisations are vulnerable, exposed to threats and risks on a constant basis. Therefore, organisations need to ensure competence and quality in assessing, mitigating and managing with an essential robust strategic approach to organisational resilience. Organisations need to understand the risks to fulfil the organisational resilience requirements, along with onward growth, yet also be able to prepare for, respond and recover in the event of disruption. This discipline explores a range of subject areas, within the programme you will develop an applied theoretical skills base for the practice of Organisational Resilience, with curriculum covering 5 key areas and optional 2 areas; Key areas; 1. Organisational Resilience. 2. Risk Management. 3. Business Continuity Management. 3 Crisis and Emergency Management. 4. Research Methodology, with a focused dissertation of choice. Optional Areas; 1. Digital Leadership. 2. Security Management. 3. Strategic Leadership. 4. Leading, Managing and Developing Talent. As well as support to develop academic, study, digital and other relatable skills for employment.

Former graduates from the programme have applied this knowledge to refocus their own organisations, gained promotion, others have used the opportunity to develop a new career direction.

3. Programme Aims and Learning Outcomes

Programme Aims

This programme aims to:

1. Equip learners to analyse concepts, theories, principles to provide capabilities with holistic solutions to a wide range of organisational/sector threats and risks

2. Develop learners to be able to critically evaluate the interdependencies, differentials in the component elements of organisational resilience and to acknowledge the transboundary impacts of significant interruptions

3. Prepare learners to synthesise theories, concepts to inform strategic requirements for organisational resilience communication and management issues

4. Enable learners to critique a range of strategies for holistic organisational resilience

5. Facilitate learners to produce, with appropriate methodology, primary research to address, deliver and analyse an issue in relation to organisational resilience

Programme Learning Outcomes

Knowledge and Understanding (K)

On successful completion of the programme you will be able to:

ID	Learning Outcome
K1	Evidence contextual problems of Organisational Resilience for their own operational and strategic environment.
K2	Summarise critically organisational change requirements due to the impact of external, internal factors and understand their implications.
K3	Determine effective Organisational Resilience planning and implementation requirements.
K4	Demonstrate a critical understanding recognising ethical and governance issues related to Organisational Resilience decisions.
K5	Articulate appropriate and organisationally viable approaches to the development of interrelationships for effective long-term organisational resilience.

Analysis and Criticality (C)

On successful completion of the programme you will be able to:

ID	Learning Outcome
C1	Reflect upon the value and disadvantages of experience and bias in predictive analysis.
C2	Analyse solving complex business problems related to Organisational Resilience requirements.
C3	Evaluate current issues and management techniques in reaching for Organisational Resilience.
C4	Differentiate between highly effective, less effective organisations in the context of Organisational Resilience Planning and Implementation.
C5	Assess the rigour and validity of published research in its application to effective Organisational Resilience.

Application and Practice (P)

On successful completion of the programme you will be able to:

ID	Learning Outcome
P1	Produce organisational communication plans and processes to support effective Organisational Resilience.
P2	Create organisational management processes to provide and develop Organisational Resilience.
P3	Implement integrated, effective Organisational Resilience programmes which can be applied in a variety of organisational circumstances both internal and external.
P4	Execute effective strategic Organisational Resilience management decisions which are inextricably linked to the organisational mission and objectives.

Transferable skills and other attributes (T)

On successful completion of the programme you will be able to:

ID	Learning Outcome
T1	Develop both in personal and organisational contexts the processes and functions required for effective management implementation of initiatives.
T2	Create adaptable personnel management systems for the implementation of long-term direction of resilience and wider management.
T3	Evaluate competing components of organisational activity to offer optimal opportunities for appropriate anticipation, response and recovery.
T4	Formulate original, insightful, and effective problem-solving capabilities in order to ensure support for management processes and capabilities.
T5	Advance capability to work independently in a self-directed fashion across a range of organisational resilience and general projects.

Graduate Attributes

The BNU Graduate Attributes of: Knowledge and its application; Creativity; Social and ethical awareness and responsibility; and Leadership and self-development focus on the development of innovative leaders in professional and creative capacities, who are equipped to operate in the 21st Century labour market and make a positive impact as global citizens.

In this programme, learners will develop a deep understanding and acquire knowledge of the complexities faced by organisations and the wider sector for a range of organisational resilience threats and risks (K1-5). Through a range of innovative approaches and mediums, learners will demonstrate critical skills and advanced level approaches to a range of social and ethical challenges through the application of coursework, problem-solving and via their dissertation projects (K1-5; C1-5; P1-5; T1-5). The development of positive leadership traits, and development of personal resilience attributes are key requisites for learners looking to gain higher management roles. This programme, through the demonstration of key analytical skills, will prepare highly motivated and employable professionals to seek next level roles (T1-5).

4. Entry Requirements

The University's general entry requirements will apply to admission to this programme with the following additions / exceptions:

- UG (2:2 or above) or equivalent work experience, assessed via APEL. English level to applicable and current IELTS requirement

If you do not meet the entry requirements you may, if you have relevant professional experience, still be invited for interview, where you will be required to demonstrate the necessary knowledge and understanding for entry onto the course.

Previous study, professional and / or vocational experiences may be recognised as the equivalent learning experience and permit exemption from studying certain modules in accordance with our accreditation of prior learning (APL) process.

5. Programme Structure

Level	Modules (Code, Title and Credits)	Exit Awards
Level 7	**Core modules:** LAW2020 Organisational Resilience (20 credits) LAW 7022 Risk Management (20 credits) LAW7027 Business Continuity Management and Perspectives (20 credits) LAW7026 Crisis and Emergency Management (20 credits) LAW7029 Extended Independent work (60 Credits) **Option modules:** Choose two (One in each year) of the modules to the total of 40 credits: LAW7025 Security Management (20 credits) LAW7024 Digital Leadership in a World in Continuous Change (20 credits) LAW7028 Leading, Managing and Developing Talent (20 credits) LAW7018 Strategic Leadership (20 Credits)	**PG Cert**, awarded on achievement of 60 credits **PG Dip**, awarded on achievement of 120 credits

Please note: Not all option modules will necessarily be offered in any one year. Other option modules may also be introduced at a later stage enabling the programme to respond to changes in the subject area.

6. Learning, Teaching and Assessment

Learning and teaching

This distance master's course enables the learner to advance their knowledge and practice in the subjects to a greater depth. Enabling them to critically review literature and practice. Offering a programme of study that accommodates their individual and work needs. Learners who are employed full time or who work irregular hours or in multiple/remote locations (for example, deployed security managers), as such would not be able to attend university-based classes may access the programme via Flexible and Distributed Learning (FDL). Through various learning activities, which will be assessed in a variety of ways, to develop study, academic skills and apply critical learning to practice, or continue in Higher education, including an independent research project (dissertation). Learners will develop autonomous and organisationally orientated study. Such self-directed/self-initiated study programmes developing independent learning skills, allowing them to capitalise upon their activities and experience, often gained through extensive careers.

Distance Active-Led Learning: Active-led, inclusive, accessible learning approach is undertaken to support meaningful learning of knowledge (its application, analysis and criticality) and post-graduate attributes (the associated skills and skillful practices) including team-working, problem-solving, not least dealing with problems, communication, project management, leadership, reflection and life-long learning. This is undertaken through digitally enabled learning activities and materials by means of Blackboard Collaborate (podcasts; vodcasts, other appropriate tools may also be used where deemed appropriate for the module); interacting with their tutors on-line through such as live/recorded lecturers/seminars, group work/discussion, discussion boards, blogs, wikis, tasks, reading, reviews of case studies, papers, case study analysis, exercises, debates and/or discussions. Delivery of material will be carefully phased and managed. Supported by self-directed personal study/research, involving reading widely or with focus, taking learning from other forms of media such as film, TV, the Internet and importantly from other industry practitioners.   Learners will have both personal, module and course tutors they can request individual tutorials with.

Assessment

This programme will allow the learner to integrate authentic formative and summative assessment through assignments linked to workplace requirements. Allowing development of their work continuously with clear tutorial guidance. Assessment methods may include,

essay, reports, assessments on workplace activities; poster &/or presentation; study skills planner & reflection; independent research project (Dissertation).

All assessment is undertaken through application of the criteria and weightings outlined on the Module Descriptors. Module Assignment Briefs will be published on the University VLE prior to the commencement of the module.

The overall assessment strategy matrix has been designed to achieve the required balance of the subject's underpinning knowledge and skills along with a measured degree of appropriateness with regard to level, quality, quantity and chronological distribution, ensuring sufficient time to undertake the assignments and to reflect on the feedback received. A range of appropriate assessment methods is offered across the whole course, which provide the learners extensive opportunity to demonstrate their full range of capabilities. The programme team is proactive in the debate about assessment, and other aspects of study relevancy, including the opportunity for learner engagement through the Programme Committee meetings.

Most assessments are summative to encourage a disciplined approach to project deadlines. There are some strategically placed formative assessment points. In a formative approach, feedback given will support a collaborative environment between individuals, groups and tutors, providing opportunity for dialogue and reflection on their practices, and allowing responsibility for acknowledging areas of strength and areas requiring further improvements. In a summative approach taken at the completion of each assignment checkpoint, evidence will be sought to recognise that the learning outcomes of the assignment have been achieved at the appropriate level. Feedback will be provided against each of the assessment criteria, so that the learners can understand the associated links to the learning outcomes for each module.

Feedback is written and usually supported by verbal briefings and discussion. Learners are given an opportunity to reflect on feedback. Self-assessment becomes an important part of the learners' development during the course and is implicit throughout the tutorial and critique system.

Contact Hours

For each Module, the programme is designed with Active or active-led approach and digitally enabled as follows;

One month before Module start date; release of pre-course study materials. This will include access to the University online learning platform (Blackboard) which will support interactive learning documents, pre-attendance tasks linked to various web-based resources, and semi-directed study of required reading. The aim will be to ensure that learners are prepared for activities well in advance of the Module start date.

As each 20-credit module equates to 200 notional learning hours, you will see that the majority of these will come via independent study (90hrs), work towards assessment tasks (50hrs) and finally synchronous and asynchronous on-line tutor interaction or directed learning (60hrs).

Distance Learning. This component will incorporate directed study based upon our web-based platform with approximately 60 hours of synchronous and asynchronous on-line tutor interaction or directed learning. Incorporating live/recorded lecturers; industry/specialist speakers; recorded case studies; critically reviewing research/standards; reflective and discussion-based activities involving formulating responses, through analysis and response reasoning processes. Either individually or as part of peer action learning set and class-wide discussions.   Learners will also continuously be given support for study/academic skills.

7. Programme Regulations

This programme will be subject to the following assessment regulations:

- Academic Assessment Regulations

8. Support for learners

The following systems are in place to support you to be successful with your studies:

- The appointment of a personal tutor to support you through your programme
- A programme handbook and induction at the beginning of your studies
- Library resources, include access to books, journals and databases - many of which are available in electronic format – and support from trained library staff
- Access to Blackboard, our Virtual Learning Environment (VLE), which is accessible via PC, laptop, tablet or mobile device
- Access to the MyBNU portal where you can access all University systems, information and news
- Academic Registry staff providing general guidance on University regulations, exams, and other aspects of students and course administration
- Central student services, including teams supporting academic skills development, career success, student finance, accommodation, chaplaincy, disability and counselling
- Support from the Bucks Students' Union, including the Students' Union Advice Centre which offers free and confidential advice on University processes.

9. Programme monitoring and review

BNU has a number of ways for monitoring and reviewing the quality of learning and teaching on your programme. You will be able to comment on the content of their programme via the following feedback mechanisms:

- Formal feedback questionnaires and anonymous module 'check-ins'
- Participation in external surveys
- Programme Committees, via appointed student representatives
- Informal feedback to your programme leader

Quality and standards on each programme are assured via the following mechanisms:

- An initial event to approve the programme for delivery
- An annual report submitted by the External Examiner following a process of external moderation of work submitted for assessment

- The Annual Monitoring process, which is overseen by the University's Education Committee
- Review by the relevant PSRB(s)
- Periodic Subject Review events held every five years
- Other sector compliance and review mechanisms

10. Internal and external reference points

Design and development of this programme has been informed by the following internal and external reference points:

- The Framework for Higher Education Qualifications (FHEQ)
- The QAA Subject Benchmark Statement – see detailed mapping below
- The Apprenticeship Standard – see detailed mapping below
- The BNU Qualifications and Credit Framework
- The BNU Grading Descriptors
- The University Strategy

Mapping of Subject Benchmark Statement and any relevant Apprenticeship Standard to Programme Learning Outcomes

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)				Transferable skills and other attributes (T)				
Benchmark / Standard requirement	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	T1	T2	T3	T4	T5
Level 7	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Risk Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Organisational Resilience	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Security Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Crisis and Emergency Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Business Continuity Management and Perspectives	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Digital Leadership in a World of Continuous Change	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Strategic Leadership	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Leading, Managing and Developing Talent	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Research Methods and Dissertation						X	X	X	X	X	X	X	X	X	X	X	X	X	X

Mapping of Programme Learning Outcomes to Modules

Programme Learning Outcome	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)				Transferable skills and other attributes (T)				
Module Code (Core)	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	T1	T2	T3	T4	T5
Level 7																			
Risk Management	X	X				X	X	X	X	X	X	X		X		X	X	X	
Organisational Resilience			X				X	X	X	X	X	X	X	X		X	X	X	
Security Management	X					X	X	X	X	X	X	X	X	X		X	X	X	
Crisis and Emergency Management		X				X	X	X	X	X	X	X	X	X	X	X	X	X	
Business Continuity Management and Perspectives		X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	
Digital Leadership in a World of Continuous Change	X	X	X			X	X	X	X	X	X	X	X	X			X	X	
Strategic Leadership				X	X		X	X	X	X	X	X	X	X		X	X	X	
Leading, Managing and Developing Talent		X	X		X		X	X	X	X	X	X	X	X	X	X	X	X	
Extended Independent Work					X	X	X	X	X	X	X	X	X	X	X		X	X	