

Programme

Management - MSc

PSMGMT

Effective From:

01-09-2026

Type:

Postgraduate Taught

Study Level:

Postgraduate

School:

Bayes Business School

Department:

MSC Programme

Programme key facts

Total UK credits 180

ECTS credits 90

Programme code PSMGMT

External provider

Sogang

Type of partnership Articulation Agreement

Summary

Programme summary

Through the Bayes MSc in Management, you will experience a rigorous, research-informed and highly interactive management degree that blends academic depth with practical application to prepare you for the complexities faced by modern organisations. The programme begins by building strong foundations in strategic management and value creation, organisational behaviour and leadership, financial reporting and analysis, and data informed decision making through analytics and AI. This academically robust grounding is delivered through an engaging pedagogical approach that emphasises case-based learning, critical discussion, group work and applied problem-solving—an approach that continues throughout the programme. After building the foundations, you advance into cutting-edge domains, examining how organisations deploy and scale AI to create enterprise-wide value and how sustainability and ESG considerations shape responsible management in contemporary contexts. With further opportunities to tailor your learning through specialised optional modules, the programme equips you with both the intellectual rigour and practical capabilities needed to lead with confidence in an evolving and increasingly disruptive global landscape.

Aims

The Bayes MSc in Management is committed to creating not only digitally fluent managers, consultants and entrepreneurs for an intelligent technology era, but also responsible and ethical leaders and this ethos pervades the course as a whole. The degree is aimed at equipping you with rigorous technical skills to deal with complex management issues and to instil the importance of developing so-called “soft” skills to influence people and organisations. A key objective of the degree is to provide you with state of the art analytical and conceptual tools to analyse complex strategic management issues within a global and increasingly digital context. Moreover, many modules have ethics-related segments, which are built into classes focusing on different aspects of challenging management and leadership issues and dilemmas.

Content

Term One provides a concise but robust foundation in core management principles, introducing you to strategic management, leadership and change management, managerial finance, and management

analytics. Through this integrated focus, you will gain essential managerial and entrepreneurial skills and learn how to effectively analyse competitive environments and organisations to create value, lead people and manage change, report and analyse the financial performance of an organisation, and apply analytical tools—including statistical reasoning and introductory AI techniques—to inform evidence-based decisions. Term Two deepens your managerial capabilities by focusing on two forward-looking domains: the strategic use of artificial intelligence and the integration of sustainability into organisational and financial decision making. You will explore how organisations deploy and scale AI across business functions—such as operations, marketing, finance and HR—while addressing the governance, capability and change-management challenges that influence whether AI delivers measurable value. Alongside this, you will develop an understanding of sustainability and ESG considerations, examining how environmental, social and governance factors shape corporate strategy, responsible investment, and approaches to managing climate risk, stakeholder expectations and ethical responsibilities. Together, these modules will equip you to navigate technological transformation and sustainability imperatives as core elements of contemporary management practice.

After completing the two compulsory Term Two modules, you will have the opportunity to tailor your learning by selecting any two modules from a suite of six, allowing you either to broaden your management expertise as a Generalist or to specialise in a particular area, including Management Consulting, Strategic Finance and Business Development. These options will enable you to either develop an integrative managerial skill set or to deepen your skills in strategy analysis and execution, financial management and managerial economics or marketing and sales management. Across all options you will engage with ESG and responsible AI governance, international perspectives, and the ability to respond to disruption.

Registration period

It is expected that you will complete this degree within 12 months. The maximum period of registration for the degree is three years full time.

What will I study?

Structure overview

At the beginning of the programme you will complete a number of induction workshops to help prepare you for the modules, these include:

- Team building
- Career induction and careers fair
- Quantitative methods induction
- AI literacy workshop
- Excel induction

The programme then runs over three terms and in each term you will gain 60 credits toward your MSc as outlined below.

In **Term 1** you will complete four compulsory modules for a total of 60 credits.

In **Term 2** you will complete two compulsory modules plus two options for a further 60 credits. You may choose to take a generalist route, covering a broad range of management knowledge and skills, by taking

any two of the modules on offer. However, the choices available in have also been curated to enable you to tailor your learning via a sector specific stream, with options covering:

1. Management Consulting

- o SMM331 Digital Strategy and Transformation
- o SMM329 Operating Models and Operational Excellence

2. Strategic Finance

- o SMM332 Corporate Finance & International Finance
- o SMM146 Financial Statement Analysis

3. Business Development

- o BBM181 Strategic Marketing and Sales Management
- o SMM494 Analytical Methods for Marketing

In **Term 3**, you have two options to complete the MSc:

Option 1: You will take a General Research Project worth 30 credits and three specialist electives. *You can apply to take a 30-day international experience as part of your research project.*

Option 2: You will take a Research Project (dissertation) worth 60 credits designed as a capstone to your core learning with in depth critical thinking and analysis of a topic of your choice, agreed with your supervisor.

If you choose option 1, then during term three you will be able to choose from a range of electives to personalise your experience. These modules will be curated to help you further expand on your industry specific learning, should you wish. Additional guidance will be provided by your Course Director.

This list of electives below is an indication of the range of modules that may be on offer and is subject to change due to circumstances such as: enhancing or updating the quality and content of educational provision; responding to student feedback; academic staffing changes; the number of students in each programme; a lack of student demand for certain modules; or factors beyond the institution's reasonable control, such as meeting the latest requirements of a commissioning or accrediting body. For these reasons, not all the electives listed will be offered every year. New (additional or replacement) modules may also be added for these reasons.

There may also be pre-requisites for joining a module, and space and timetable availability restrictions may also apply.

The list of electives offered in a given year will be confirmed by February 1st.

Programme structure

Taught Modules

180 Credit Points

Compulsory

90 Credit Points

In Terms 1 and 2 you will undertake six modules worth 15 credits each for a total of 90 credits.

[SMM939 - Management Analytics and AI](#)

[SMM326 - Strategy and Value Creation](#)

[SMM330 - Leading Organisations and Change](#)

[SMM324 - Financial Reporting and Valuation](#)

[BBM180 - Deploying and Scaling AI Across Business Functions](#)

[SMM916 - Sustainable Management and Finance](#)

Compulsory/Elective (CoE)

30 Credit Points

In Term two you will then take a further two option modules, chosen from the following list. These options differ from the electives open to you in Term 3 as they contain content which is core to your learning – within the subject areas you choose - and you will be able to build on them further in Term 3.

[SMM331 - Digital Strategy and Transformation](#)

[SMM329 - Operating Models and Operational Excellence](#)

[SMM332 - Corporate Finance and International Finance](#)

[SMM146 - Financial Statement Analysis](#)

[BBM181 - Strategic Marketing and Sales Management](#)

[SMM494 - Analytical Methods for Marketing](#)

Electives

60 Credit Points

In term 3, you have two options to complete the MSc: Option 1: You will take a General Research Project (BRP) worth 30 credits and three specialist electives Option 2: You will take a Research Project (dissertation) worth 60 credits designed as a capstone to your core learning with in depth critical thinking and analysis of a topic of your choice, agreed with your supervisor.

OPTION 1

60 Credit Points

Option 1: You will take a General Research Project (BRP) worth 30 credits and three specialist electives

[BBM110 - General Research Project](#)

[SMM479 - Consulting Skills and Practice](#)

[SMM080 - Business Intelligence and Reporting](#)

[SMM299 - Negotiation Skills for Multi-discipline Managers](#)

[BBM027 - Persuasion and Decision Making](#)

[BBM018 - Coaching Skills for Leadership](#)

[SMM621 - Creating Value with Suppliers](#)

[SMM225 - Corporate Restructuring](#)

[SMM737 - Mergers and Acquisitions](#)

SMM525 - Advanced Company Valuation

SMM388 - Operational Risk Management

SMM391 - FINTECH: Financial Services in the Digital Age

SMM483 - Strategic Perspectives on Technology and Society

SMM317 - New Market Creation

BBM182 - Innovation Through Design Thinking

BBM168 - Corporate Responsibility in a Global Economy

OR

OPTION 2:

60 Credit Points

Option 2: You will take a Research Project (dissertation) worth 60 credits designed as a capstone to your core learning with in depth critical thinking and analysis of a topic of your choice, agreed with your supervisor.

BBM111 - Research Project

What award can I get?

Target Award

Award Master of Science

Abbreviated award title MSc

Level Level 7

Award title Management

What will the student have studied and achieved? Following successful completion of the MSc in Management, you will have the ability to assess and evaluate all aspects of Management and apply your learning in the appropriate context. You will also have demonstrated the capacity to undertake business research from an analytical perspective, and present an individually researched project applicable to the Management and Business subject area.

Exit Award

Award Postgraduate Diploma

Abbreviated award title PG Dip

Level Level 7

Award title Management

What will the student have studied and achieved? Following the award of a Postgraduate Diploma in Management following on from the PG Cert, you will gain a more advanced knowledge and in-depth understanding of these subject areas, from a variety of different perspectives and in order for you to broaden your expertise and skills. You will have developed a sophisticated appreciation of current theories and practice in Management together with the ability to evaluate a range of different approaches to them.

Exit Award

Award Postgraduate Certificate

Abbreviated award title PG Cert

Level Level 7

Award title Management

What will the student have studied and achieved? Following the award of a Postgraduate Certificate in Management you will be able to examine the theories related to all aspects of Management and apply your learning in the appropriate context. You will possess the skills and knowledge required to develop a career in the Management arena, will have mastered essential skills and knowledge and also developed an appreciation of what it takes to engage with Management and Business in context. The assessments you undertake to achieve this qualification will focus on the skills, knowledge and attributes that you will need to facilitate your career development and will support you in developing your practical abilities. The postgraduate certificate will enable you to gain confidence in your skills and your future role.

How will I learn?

The MSc in Management reflects the pedagogic philosophy of Bayes Business School: to deliver an advanced, academically rigorous education with a strong practical orientation, preparing business professionals and leaders to operate at decision-making levels. Teaching and learning are delivered and achieved through a range of methods including lectures, seminars and tutorials, business simulations, group and industry projects and study modules as well as field trips in international locations. You will also make extensive use of our Virtual Learning Environment (VLE) which is used to support all teaching and learning on the course.

Through various group and industry projects the course enables you to develop and practice interpersonal and leadership skills essential for future business leaders as: demonstrating reliability, communicating constructively, listening actively, functioning as an active participant, sharing openly and willingly, cooperating, exhibiting flexibility, showing commitment to the team, working as a problem-solver and treating others in a respectful and supportive manner.

The MSc in Management emphasises the specific acquisition of a sound theoretical foundation based on a review of the history of management and develop your ability to apply this knowledge in practical, real-world contexts through the study of current and future management theories needed in an age of disruption. Group work, on the preparation of case studies and business proposals, consolidates the acquired knowledge and also builds

interpersonal and communication skills, which are essential for any future career. Business simulations and real-world projects provide an opportunity to exercise project and client management skills and presentations - delivered to lecturers, visitors from the City, business clients and other members of the class are used to give invaluable practice in using, applying and expressing complex subject matter clearly and concisely to a business audience. Professional certificates acquired throughout the course enable the acquisition of supplementary professional skills. You will complete your course with the capstone project on either an industry consultancy project, a business plan proposal or as desk research project, enabling you to demonstrate the results of your learning.

The course is designed and structured to allow for intellectual progression through the compulsory and optional modules taught in terms 1 and 2. Modules taught in term 2 normally build on the knowledge and skills acquired in term 1. Term three allows for further progression by choosing specialist elective modules and a dissertation (on a research, industry or entrepreneurial project), where you can apply knowledge and skills acquired earlier in the programme.

The MSc in Management is worth 180 credits at HE Level 7. One credit is worth 10 learning and teaching hours. Therefore, the overall learning and teaching hours required for successful completion of the programme is approximately 1800 hours. This is made up of contact time (e.g. time spent in class) and non-contact time outside of class.

Non-contact hours are for self-directed, independent study and account for the indicative amount of time you should spend studying independently. For example, carrying out subject research, practicing and reflecting on techniques learned in class, reading widely around the subject to develop a deeper understanding, carrying out activities using the VLE, attending induction and career development workshops, working in groups to complete assignments and presentations, and completing individual assignments and other homework.

Overall learning and teaching hours: approx. 1800 hours

Contact hours: approx. 306 hours

(The number of hours per module is available in the module specification which is published in your course handbook.)

What will I be expected to achieve?

On successful completion of this programme, you will be expected to be able to:

1. Critically assess the evolution of modern management methods and theory and its relevance to contemporary organisational challenges, using this knowledge to evaluate and respond to complex managerial issues.

Knowledge

2. Debate the nature, role and limitations of academic and applied research in management, enabling informed, evidence-based and objective decision making across diverse business contexts.

Knowledge

3. Evaluate enterprise AI and sustainability frameworks with reference to their implications for strategic, operational and financial decision making in corporate organisations and start-ups.

Skills

- Critically analyse and synthesise complex managerial problems, integrating theory with practice to propose innovative, evidence based solutions that enhance organisational effectiveness and competitive advantage

Skills

- Communicate complex ideas clearly and persuasively across multiple media and audiences, demonstrating advanced interpersonal skills while working both independently and collaboratively.

Skills

- Identify, evaluate and address strategic and operational issues relevant to management practice in the intelligent-technology era exercising critical judgement and creativity in developing solutions.

Skills

- Apply advanced problem solving techniques and decision making frameworks, including data driven, analytical, and AI supported methods, to diagnose business problems, generate options and evaluate the outcomes of implemented solutions.

Skills

- Conduct rigorous research that draws on appropriate methodologies to collect, analyse and interpret data, producing credible insights that contribute to managerial understanding and practice.

Skills

- Demonstrate ethical awareness, integrity and accountability when addressing managerial and organisational challenges, including those involving data use, AI deployment and sustainability considerations.

Values And Attitudes

- Exhibit confidence, self-awareness and professional judgement in applying management knowledge and skills in real world contexts.

Values And Attitudes

- Reflect on the global context of management, recognising how international, technological and sustainability-related forces share strategic decision making

Values And Attitudes

- Advise management on a wide variety of issues and ethical dilemmas impacting their organisations.

Values And Attitudes

Employability at City St George's

What kind of career might I go onto?

Graduates from the MSc in Management move into a diverse range of careers: consulting, marketing, advertising, luxury goods, wealth management, working for a family business or even setting up their own business. Examples from a previous cohort include:

- Deloitte - Enterprise Risk Services, Consultant - UK
- Accenture - Management Consulting, Business Analyst - UK
- Nestle - Marketing, Trainee - Germany
- HSBC - Private Banking, International Manager - UAE
- Google - Online Advertising, Advertising Operations Associate – Ireland

[Careers services | Bayes Business School](#) - **Careers Service**

[Alumni | Bayes Business School](#) - **Alumni Service**

What types of assessment and feedback can I expect?

Assessment and assessment criteria

Types of assessment The course uses a mixed assessment approach to develop both technical competence and applied managerial judgement. Across modules, you can expect online continuous assessment (e.g., quizzes/applied exercises) and/or individual participation to support ongoing engagement and reflection.

Learning is assessed through group coursework, typically in the form of written assignments, practical skills assessments, and/or group presentations with Q&A. Many modules also include a time-limited unseen written examination (commonly two hours), while some assess learning through an individual written report/coursework. Overall, assessment balances individual and collaborative work, and combines continuous and summative elements.

Assessment criteria Assessment criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. **Grade-Related Criteria** are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order to achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks.

Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in course and programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task. **Feedback on assessment** Feedback will be provided in line with our Assessment and Feedback Policy and will be provided in a variety of ways throughout your course, both formally and informally, in order to support your learning. You will normally be provided with coursework feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. The timescale for feedback on final projects or dissertations may be longer. Examination grades will be provided once they have been agreed by an Assessment Board. More details about the feedback you can expect from individual modules and assessments will be provided by your lecturers. The full policy can be found at: [assessment regulations and policy. https://www.city.ac.uk/about/governance/policies/student-policies-and-regulations#accordion573807-header573821](https://www.city.ac.uk/about/governance/policies/student-policies-and-regulations#accordion573807-header573821)

Assessment Regulations In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. The programme is weighted according to the number of credits awarded for each module. Pass / Fail modules are excluded from this calculation. The pass mark for each module is 50% and there are no minimum qualifying marks for individual components. If you fail an assessment component or a module, the following will apply: 1. Re-Sit: You will normally be offered one re-

sit attempt. If you are successful in the re-sit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a re-sit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the component(s) that you passed at first attempt. 2. Compensation: Compensation can only be awarded by the Final Assessment Board and must be applied within the following limits and conditions: Where you fail up to a total of 30 credits (15 for a postgraduate certificate), you may be eligible for compensation if:

- Compensation is permitted for the module involved
- It can be demonstrated that you have satisfied all the Learning Outcomes of the modules in the Programme, and
- A minimum overall mark of no more than 10% below the module pass mark has been achieved in the module to be compensated, and
- An aggregate mark of 50% has been achieved overall. If you receive a compensated pass in a module you will be awarded the credit for that module. The original component marks will be retained in the record of marks and your original mark shall be used for the purpose of your award calculation. If, at the point where you have results for all taught modules:

- You have no more than 30 credits outstanding (15 for a PG Certificate), and
- The grade for this module(s) is 40% or above, and
- Your overall degree average is at least 50%, and
- If the module(s) is eligible for compensation. Then you will not be required to undertake the re-sit for that module(s), as this will be eligible for compensation. Please note the following:

- If you fail more than 30 credits, then you must retake all outstanding assessments with no exceptions.
- If you receive compensation for taught modules, prior to the submission of any final project, compensation will not be available for your project result. (30 credit projects only, 60 credit dissertations exceed the limit for compensation of credit.) If you do not meet the pass requirements for a module and do not complete your re-sit by the date specified, you will not progress and the Assessment Board will require that you be withdrawn from the programme. If you fail to meet the requirements for the Programme, the Assessment Board will consider whether you are eligible for an Exit Award. If you fail to meet the requirements for the programme and are not eligible for the award of a lower qualification, the Assessment Board shall require that you withdraw from the programme. If you would like to know more about the way in which assessment works at City St George's, please see the full version of the Assessment Regulations.

<https://www.city.ac.uk/about/governance/policies/city-university-of-london-senate-regulations>

Feedback on assessment

Feedback will be provided in line with our Assessment and Feedback Policy. In particular, you will normally be provided with feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. For end of module examinations or an equivalent significant task (e.g. an end of module project), feedback will normally be provided within four weeks. The timescale for feedback on final year projects or dissertations may be longer.

Delivery information

Full Time In-Person

September Home

Mode of learning In-Person

Location Clerkenwell/ Moorgate

Student type Home

Intake month September

PER-ALV1-sep-Home

September Overseas

Mode of learning In-Person

Location Clerkenwell/ Moorgate

Student type Overseas

Intake month September

PER-ALV1-sep-Overseas



Student Policies and Regulations



Academic Year and Term dates



Employability through your degree



Timetabling



Assessments



Extenuating Circumstances

The University will use all reasonable efforts to deliver the programme as set out in the Contract, but due to factors beyond our reasonable control it may sometimes be necessary to vary the content of the programme or services as described in the prospectus and on the curriculum catalogue, or cancel a programme altogether. Examples of changes include changes to the content or structure of your programme, or to the location or method of teaching or assessment, or to the type of award. Examples of where changes may be made or required (without limitation) are detailed in our Terms and Conditions along with further information on our admissions policy and offers made.

Find us

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