

PROGRAMME SPECIFICATION

1. General information

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| Awarding body / institution | Leeds Trinity University |
| Teaching institution | Leeds Trinity University |
| Professional accreditation body | n/a |
| Final award | MBA |
| Title of programme | MBA |
| Subsidiary awards | PG Cert Business Administration, PG Dip Business Administration (fallback awards only) |
| In the case of a Scheme of Study, the other Scheme(s) with which it may be combined | n/a |
| Duration and modes of study | 1 year [full-time]/2 years [part-time] |
| Start date (this version) | September 2015 |
| Periodic review next due | AY 2016/17 |
| UCAS course code & code name | n/a |
| Delivery venue | Leeds Trinity University |

2. Aims of the programme

Rationale and general aims

The Master of Business Administration (MBA) is a broad-based programme designed to provide graduates in disciplines other than just those closely related to business and management with the necessary knowledge, understanding, skills and strategic thinking required for successful performance in a variety of management and business contexts.

The programme is designed to offer you the opportunity to access the most recent research and scholarship directly related to core business management and administration specialisms.

As such, it is particularly suitable if you are a recent graduate who requires a bridge between your undergraduate studies and the needs of employment.

Equally, it is suitable if you are already in mid-level management or looking at a career change as a means of supporting professional and career development. It is also appropriate if you are an experienced manager who wants to develop a more theoretical understanding of the wide range

of knowledge, skills and abilities which underpin the modern business environment and obtain a qualification which would help enhance career development.

The purpose of the MBA programme is to educate participants as managers and business specialists and, thus, to improve the quality of management as a profession.

The aims of the programme are:

- the development of your advanced knowledge of organisations, their management and the changing external context in which they operate;
- the development of your ability (skills) to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve business and management practice;
- the development and enhancement of your employability through the development of professional skills;
- the enhancement of your lifelong learning skills and personal development to enable you to work with self-direction and originality and to contribute to business and society at large.

There is a particular focus on employability and the programme includes a core Leadership and Professional Development module which helps you in strategic career planning and developing your leadership capabilities. This module encourages you to reflect on your own career plans. It identifies key employability skills and pathways for development and will complement your work on the management consultancy organisation-based project.

The programme takes an integrative approach to developing your analytical skills and ability to address complex business problems and implement appropriate solutions and adopts international perspectives to ensure relevance in today's global economy.

The programme modules are integrated by a number of cross-cutting themes, as follows:

- Economics (in Strategy, Finance and Operational Excellence modules)
- Business ethics and corporate social responsibility (with special lectures on these topics within Finance, Operational Excellence and Management Consultancy Project modules)
- International Business (all modules contain case studies and examples of UK and international companies operating globally).

In this context, non-UK students are particularly welcome for the experience, skills and context related knowledge they bring, enriching the overall international learning experience.

Module content is carefully designed to include internationally relevant and applicable theory, drawing on a range of UK and international case studies and research from across the globe.

At the end of the programme, you will be able to demonstrate a broad knowledge and understanding of organisations, the external context in which they operate and how they are managed. You will be able to understand, respond to and lead change and be able to demonstrate intellectual breadth by making integrative links across functional areas of business.

3. Student learning outcomes of the programme

Learning outcomes in terms of:

- **knowledge and understanding (K)**
- **intellectual / cognitive / 'thinking' skills (I)**
- **physical skills specific to the subject (P)**
- **employability skills (E)**

The 'K1', etc codes are used in section 6c) and module descriptors to refer to each of these learning outcomes.

On successful completion of the MBA programme, graduates will be able to:

Knowledge and understanding (K)

- K1 Demonstrate knowledge and understanding of the external environment's pervasive issues – these would include sustainability, globalisation, corporate social responsibility, business ethics, diversity, business innovation, creativity, enterprise development, knowledge management and risk management;
- K2 Demonstrate knowledge and understanding of people management and development within organisations;
- K3 Demonstrate knowledge and understanding of key functional specialisms, such as marketing, finance, accounting and operations management;
- K4 Demonstrate knowledge and understanding of the importance of customer expectations, services and relations, as well orientation to business;
- K5 Demonstrate knowledge and understanding of business strategies' formulation within a changing environment and how to meet stakeholder interests.

Intellectual/cognitive/'thinking' skills (I)

- I1 Collect, order, analyse and evaluate quantitative and qualitative information and data; collect relevant information across a range of areas pertaining to a current situation, analyse that information and synthesise it into an appropriate form in order to evaluate decision alternatives;
- I2 Use critical thinking, analysis and synthesis to identify assumptions, evaluate financial statements and economic events, question logic and reasoning and identify implicit values;
- I3 Make informed choices in areas of financial analyses, ethical behaviour, social responsibility and equal opportunities practice as they apply to business and people management;
- I4 Demonstrate effective cognitive, problem-solving and decision-making abilities using appropriate quantitative and qualitative skills.

Employability skills (E)

- E1 Self-management – the ability to plan and manage time; readiness to accept responsibility and improve their own performance, based on feedback/reflective learning; the ability to take initiative and be proactive, flexible and resilient;
- E2 Team-working – the ability to co-operate with others on a shared task and to recognise and take on appropriate team roles; leading, contributing to discussions and negotiating; contributing to discussions; awareness of interdependence with others;
- E3 Business and sector awareness – an understanding of the key drivers for business success, including the importance of customer/client satisfaction and innovation; understanding of the market/sector in which an organisation operates; the ability to recognise the external context and

pressures on an organisation, including concepts such as value for money, profitability and sustainability;

- E4 Problem-solving – a capacity for critical reasoning, analysis and synthesis; a capacity for applying knowledge in practice; an ability to retrieve, analyse and evaluate information from different sources;
- E5 Communication – the ability to present information clearly and appropriately, both orally and in writing, and to tailor messages to specific audiences and purposes;
- E6 Application of numeracy – a working knowledge and understanding of business statistics and applied mathematics in practical contexts; the ability to carry out arithmetic operations and understand data; to read and interpret graphs and tables, including basic statistical models and to build and analyse incrementally based and zero based budgets;
- E7 Communication and Information technology (CIT) – the ability to identify the appropriate IT package for a given task; familiarity with word-processing, spreadsheets and file management; the ability to use the internet and email effectively;
- E8 Entrepreneurship/enterprise – the ability to demonstrate an innovative approach and creativity, to generate ideas and to identify and take opportunities;
- E9 Social, cultural & civic awareness – embracement of an ethos of community and civic responsibility; an appreciation of diversity and ethical issues; an understanding of cultures and customs in the wider community.

Student learning outcomes for the subsidiary awards of Postgraduate Certificate and Postgraduate Diploma will be a combination of the learning outcomes listed above, depending on the diet of modules studied.

Statement of congruence with the relevant published subject benchmark statements
(including appropriate references to the FHEQ and any PSRB requirements)

This programme will have a mixed-experience cohort, where peer learning is multidimensional in terms of recent graduates sharing their academic skills with those who are returning to HE and students with professional (and international) experience bringing the breadth of their practical knowledge to the class.

The aims, objectives and learning outcomes of the programme are consistent with the MBA Benchmark Statement (Type 3 – generalist degrees).

4. Content

Summary of content by theme
(providing a 'vertical' view through the programme)

The MBA programme offers the essential knowledge and understanding, skills and experience required for you to operate effectively and successfully in a business environment. Core areas of the programme focus on contemporary management concepts, the understanding of business and management functions, operations, the external context and the development of transferable/employability skills – communication/presentation, teamwork, leadership, problem-solving, analysis and business decision-making.

This is followed by individual research (*Management Consultancy Project*). You will be supported by Leeds Trinity Employer Partnership Office (EPO) specialists in negotiating access to a suitable business/organisational context, where you can conduct your research project and apply acquired

theoretical knowledge in practice. This will result in you being able to produce business recommendations, conduct your research as a management consultant for an organisation and support the development of your employability skills.

The Leadership and Professional Development module helps you with strategic career planning and to develop your management and leadership capabilities, whilst *Strategic Management* and *Operational Excellence* (delivered in parallel) ensure the integration of a range of business subjects and a holistic view on complex real-life business issues at strategic and operational level.

The core of the programme is generalist, providing a broad, analytical and integrated study of business and management, and covers all the key functional areas of business and management: Marketing, Finance and Accounting and Operations.

The core modules incorporate cross-cutting themes of economics, international business, business ethics and corporate social responsibility, while theory and practice are integrated through extensive use of UK and international case studies and real business examples.

The option modules, *Starting and Growing Your Own Business*, *Services Marketing*, *Human Resources Management*, *Project Management* and *International Management and Marketing*, allow you to individualise your programme of study and to develop a degree of specialism.

The *Management Consultancy Project* allows you to develop your business research and client management skills, to apply and test your theoretical understanding of management disciplines in real-life applications and to investigate and resolve practical business issues by using robust and academically grounded research methodologies. It is anticipated that the project will also build your in-depth knowledge and understanding in one of five core subject areas (K1-5: External Environment, People and Organisations, Key Functional Specialism, Customer Orientation and Strategy), depending on your area of interest. Desk-based research projects can be undertaken as a back-up option.

5. Structure

MBA (FT – 1 year; PT – 2 years)

The programme will have 2 intakes – September and January - the progression through the programme will be slightly different for the 2 cohorts.

The following structures will apply:

| MBA intakes | Term 1 (Sep-Dec: 40 credits/2 modules) | Term 2 (Jan-Mar: 60 credits/3 modules) | Term 3/Summer (80 credits/ 2 modules) | Term 1 (Sep-Dec: 40 credits/2 modules) |
|-------------------------------------|---|---|---|---|
| September (graduate in December) | Strategic Marketing and Planning Financial Management and Accounting | Leadership and Professional Development Strategic Management Operational Excellence | 1 Option (from 5) Management Consultancy Project | |
| January (graduate in July) | | Leadership and Professional Development Strategic Management Operational Excellence | 1 Option (from 5) Management Consultancy Project | Strategic Marketing and Planning Financial Management and Accounting |

MBA SEPTEMBER INTAKE

Duration: 1 year full-time
Total credit rating: 180 (ECTS: 90)

Core: Students are required to take:

| | | | |
|----------|-------------------------------------|--------|------------|
| MBA 7022 | Financial Management and Accounting | Term 1 | 20 credits |
| MBA 7032 | Strategic Marketing and Planning | Term 1 | 20 credits |

| | | | |
|----------|---|--------|------------|
| MBA 7002 | Leadership and Professional Development | Term 2 | 20 credits |
| MBA 7012 | Strategic Management | Term 2 | 20 credits |
| MBA 7042 | Operational Excellence | Term 2 | 20 credits |

Options: Students are required to choose 1 module from: Term 3 20 credits

| | |
|----------|--|
| MBA 7062 | Starting and Growing Your Own Business |
| MBA 7072 | Human Resources Management |
| MBA 7082 | International Management and Marketing |
| MBA 7092 | Project Management |
| MBA 7112 | Services Marketing |

In order to be eligible for the award of MBA all students are required to take the 60-credit module:

| | | | |
|----------|--------------------------------|-----------|------------|
| MBA 7106 | Management Consultancy Project | T3/Summer | 60 credits |
|----------|--------------------------------|-----------|------------|

Duration: 2 years part-time
Total credit rating: 180 (ECTS: 90)

Year 1

Core: Students are required to take:

| | | | |
|----------|---|--------|------------|
| MBA 7022 | Financial Management and Accounting | Term 1 | 20 credits |
| MBA 7012 | Strategic Management | Term 2 | 20 credits |
| MBA 7002 | Leadership and Professional Development | Term 2 | 20 credits |

Options (6 weeks): Students are required to choose 1 module from: Term 3 20 credits

| | |
|----------|--|
| MBA 7062 | Starting and Growing Your Own Business |
| MBA 7072 | Human Resources Management |
| MBA 7082 | International Management and Marketing |
| MBA 7092 | Project Management |
| MBA 7112 | Services Marketing |

Year 2

Core: Students are required to take:

| | | | |
|----------|----------------------------------|--------|------------|
| MBA 7032 | Strategic Marketing and Planning | Term 1 | 20 credits |
| MBA 7042 | Operational Excellence | Term 2 | 20 credits |

In order to be eligible for the award of MBA all students are required to take the 60-credit module:

| | | | |
|----------|--------------------------------|-----------|------------|
| MBA 7106 | Management Consultancy Project | T3/Summer | 60 credits |
|----------|--------------------------------|-----------|------------|

MBA JANUARY INTAKE

Duration: 1 year full-time
Total credit rating: 180 (ECTS: 90)

Core: Students are required to take:

| | | | |
|----------|---|--------|------------|
| MBA 7002 | Leadership and Professional Development | Term 2 | 20 credits |
| MBA 7012 | Strategic Management | Term 2 | 20 credits |
| MBA 7042 | Operational Excellence | Term 2 | 20 credits |

| | | | |
|--|---|-----------|------------|
| Options: Students are required to choose 1 module from: | | Term 3 | 20 credits |
| MBA 7062 | Starting and Growing Your Own Business | | |
| MBA 7072 | Human Resources Management | | |
| MBA 7082 | International Management and Marketing | | |
| MBA 7092 | Project Management | | |
| MBA 7112 | Services Marketing | | |
| In order to be eligible for the award of MBA all students are required to take the 60-credit module: | | | |
| MBA 7106 | Management Consultancy Project | T3/Summer | 60 credits |
| MBA 7022 | Financial Management and Accounting | Term 1 | 20 credits |
| MBA 7032 | Strategic Marketing and Planning | Term 1 | 20 credits |
| Duration: 2 years part-time | | | |
| Total credit rating: 180 (ECTS: 90) | | | |
| <u>Year 1</u> | | | |
| Core: Students are required to take: | | | |
| MBA 7012 | Strategic Management | Term 2 | 20 credits |
| MBA 7002 | Leadership and Professional Development | Term 2 | 20 credits |
| Options (6 weeks): Students are required to choose 1 module from: | | Term 3 | 20 credits |
| MBA 7062 | Starting and Growing Your Own Business | | |
| MBA 7072 | Human Resources Management | | |
| MBA 7082 | International Management and Marketing | | |
| MBA 7092 | Project Management | | |
| MBA 7112 | Services Marketing | | |
| MBA 7022 | Financial Management and Accounting | Term 1 | 20 credits |
| <u>Year 2</u> | | | |
| Core: Students are required to take: | | | |
| MBA 7042 | Operational Excellence | Term 2 | 20 credits |
| In order to be eligible for the award of MBA all students are required to take the 60-credit module: | | | |
| MBA 7106 | Management Consultancy Project | T3/Summer | 60 credits |
| MBA 7032 | Strategic Marketing and Planning | Term 1 | 20 credits |

6. Learning, teaching and assessment

6a) Statement of the strategy for learning, teaching and assessment for the programme

The entrants to the programme come from a broad mix of disciplines and backgrounds, which facilitates a multi-perspective, interactive, learning process. The programme attempts to maximise available opportunities for participants to reflect on their knowledge, experience and practice, particularly through a process of peer interaction and team work. This enables students with limited work experience to benefit from the experience of others and students who are returning to HE from academic skills of more recent graduates. The integration of UK and international case studies in each module brings an international and cross-cultural dimension into the learning. This leads participants to be more self-aware and to be able to modify and develop their own and others' business practices, as well as to work in diverse teams and an international business context.

To facilitate the progression of students into a management career, there will be a focus on inviting qualified and active management and business practitioners as guest speakers, visiting lecturers and potential employers. Each MBA student will also have an Academic Mentor to receive advice on their programme of study and how to make it relevant to their individual interests and career

aspirations. Personal and career development will be facilitated through the Leadership and Professional Development module, EPO support and individual advice from a dedicated Careers Adviser.

As students progress through the programme, they will be required to demonstrate appropriate levels of subject knowledge and understanding, subject specific skills, intellectual skills and the effective use of transferable/employability skills.

The learning and teaching process develops knowledge of a range of subject areas and the ability to handle a breadth of material. Students are expected to develop mastery as a whole through an explicit process of integrating these subjects to give a holistic understanding of the broad field of business and management. Tutor-led sessions have a strong conceptual and theoretical emphasis and an appropriate pace, going further and faster than at undergraduate level. "Theory into practice" is developed by a variety of methods, including case studies, visiting practitioners, the business simulation/game and the individual project.

Assessment includes assessing the rigour of academic arguments as well as the application of theory. Assessment also requires participants to demonstrate a practical and integrative approach to a problem area or issue. A range of assessment methods is deployed to facilitate this and includes traditional examinations, essays, case study/market analysis reports, individual and team presentations, a research project proposal, a business/marketing/project plan, a personal portfolio and a management consultancy project report.

6b) Module details

| Module number and name | Learning and Teaching Methods | Assessment | | | | Teaching Staff (module co-ordinator as first name and in bold) |
|---|---|---|---|-----------|---------------------|---|
| | | Form | Magnitude | Weighting | Timing | |
| MBA 7002 Leadership and Professional Development | Lectures/workshops | Individual presentation | 15 mins presentation + 15 mins discussion | 100% | End of Term 2 | E Roberts |
| MBA 7012 Strategic Management | Lectures, seminars and business game/simulation sessions | Essay | 2,000 words | 50% | End of Term 2 | H Ozcan |
| | | Individual report | 2,000 words | 50% | During Term 2 | |
| MBA 7022 Financial Management and Accounting | Lectures/tutorials | Examination | 3 hours | 100% | End of Term 1 | A Gilliland |
| MBA 7032 Strategic Marketing and Planning | Lectures/seminars/ workshops | Individual presentation | 15 mins | 25% | Week 6 of Term 1 | N Beaton |
| | | Marketing report | 3,000 words | 75% | End of Term 1 | |
| MBA 7042 Operational Excellence | Lectures and tutorials/workshops | Case study report | 4,000 words | 100% | End of Term 2 | D Kobzev |
| MBA 7062 Starting and Growing Your Own Business | Lectures and workshops | Presentation (individual or group) | 15 mins | 25% | Mid T3/Summer | H Ozcan |
| | | Business plan | 3,000 words | 75% | End of T3/Summer | |
| MBA 7072 Human Resources Management | Lectures/seminars/ workshops | Comparative & international HR case study | 4,000 words | 100% | End of T3/Summer | E Roberts |
| MBA 7082 International Management and Marketing | Lectures and seminars/workshops | Marketing plan | 4,000 words | 100% | End of T3/Summer | M Sebright |
| MBA 7092 Project Management | Lectures/workshops/tutorials and project group guided study | Group presentation | 15 mins | 25% | Week 5 of T3/Summer | D Kobzev |
| | | Project plan (individual) | 3,000 words | 75% | End of T3/Summer | |

| | | | | | | |
|---|---|----------------------------|-------------|------|------------------|------------------|
| MBA 7106 Management Consultancy Project | Lectures, workshops and one-to-one supervision | Project brief | 2,000 words | 15% | Mid T3/Summer | M Mohamad |
| | | Presentation | 10 mins | 15% | Mid T3/Summer | |
| | | Project report | 8,000 words | 70% | End of T3/Summer | |
| MBA 7112 Services Marketing | Lectures and on-line tutorials | Case study- based essay | 4,000 words | 100% | End of T3/Summer | N Beaton |

7. Entry requirements

Postgraduate programmes

Applicants should normally have achieved the following, prior to registration for the programme:

- honours degree (at least at Lower Second Class) in their first subject (or equivalent).

For applicants whose first language is not English, a pass in an approved test in English is needed, e.g. the International English Language Testing Service (IELTS) – 6.0 (no component should be lower than 5.5) or the Test of English as a Foreign Language (TOEFL).

Applications are welcome from those with few or no formal qualifications. Any previous relevant work experience and learning will be assessed and, where appropriate, accredited as part of the application process in line with the University's Recognition of Prior (Experiential) Learning (RP(E)L) and other appropriate procedures.

Professional body diplomas: MBA programme structure/content against key PG programmes delivered by the Chartered Management Institute (CMI) and the Institute for Leadership and Management (ILM). Applicants holding a Postgraduate Diploma in a relevant subject may be exempt from the following study requirements, following the RPL procedure:

- CMI Postgraduate Diploma offers exemption against 60 credits – Strategic Marketing and Planning, Financial Management and Accounting and Leadership and Professional Development modules;
- ILM Postgraduate Diploma offers exemption against 40 credits – Leadership and Professional Development module and one option module.

8. Progression, classification and award requirements

Details of requirements for student progression between levels and receipt of the award(s)

(A certain level of attainment which must be achieved in a specific module; any deviation from the standard University stipulations for award classification, eg. exclusion of Level 4 module marks from Foundation Degree classification)

Standard University Postgraduate Taught Course Academic Regulations apply.

The MBA will be awarded on successful completion of 180 credits. The award will be with Pass, Merit or Distinction, as outlined within the University's Taught Course Academic Regulations.

The Postgraduate Certificate in Business Administration is available as a fallback award for students achieving 60 credits (any modules; after all attempts).

The Postgraduate Diploma in Business Administration is available as a fallback award for students achieving 120 credits (any modules; after all attempts).

9. Prerequisites

Details of modules which must be passed before enrolment on a module at a higher level
Include the rationale which justifies imposition of the prerequisite(s) and the mark/grade required.

There are no prerequisites.

10. External examining arrangements

External examining arrangements

(eg. joint with another programme – extended duties for someone already in post – or separate, single/multiple examiners; if multiple examiners, which subjects / types of module are to be allocated to each)

The current BMM PG external examiner will be responsible for the programme.

11. Additional information

Details regarding arrangements in respect of any special features of the programme/scheme, (eg. study abroad, a field course, specific work placement, opportunities for onward progression from foundation degrees)

International students will have access to English language sessions – focusing on academic writing/skills and information retrieval sessions, as appropriate to their needs, via access to relevant classes and/or through the Learning Hub.

12. Additional support needs

Arrangements made to accommodate students with additional support needs and any unavoidable restrictions on their participation in the programme/scheme

(Key aspects of the Equality Impact Assessment for the Department – see Internal Audit Form NP2G for further details)

Students with disabilities or other support needs are welcome. Arrangements will be made, via the normal University support network, to accommodate students with additional support needs, wherever possible.