



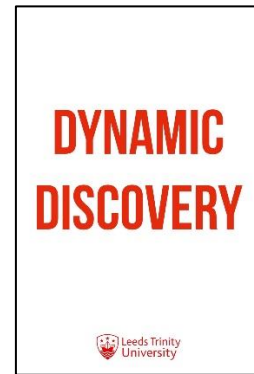
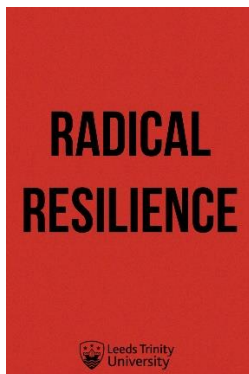
## PROGRAMME SPECIFICATION

### 1. General information

<b>Awarding body / institution</b>	Leeds Trinity University
<b>Teaching institution</b>	Leeds Trinity University
<b>'Parent' Faculty</b> ( <i>ICE / BCDI / SHS</i> )	BCDI
<b>'Parent' School</b>	Business
<b>Professional accreditation body</b> ( <i>if applicable</i> )	CMI – Chartered Management Institute (Pending Approval)
<b>Final award</b> ( <i>eg. BA Hons</i> )	MBA
<b>Title of programme(s)</b>	Master of Business Administration
<b>Subsidiary award(s)</b> ( <i>if any</i> )	PgCert in Business PgDip Business Administration
<b>Honours type</b> ( <i>Single / Joint / Combined</i> )	N/A
<b>Duration and mode(s) of study</b>	Master of Business Administration (Full Time) – 1 year Master of Business Administration (Part Time) – 2 years
<b>Month/year of approval of programme</b>	September 2023
<b>Start date</b> ( <i>this version</i> ) ( <i>month and year</i> )	September 2023
<b>Periodic review next due</b> ( <i>academic year</i> )	TBC
<b>HECoS subject code</b>	100078 Business and Management
<b>UCAS course code &amp; route code</b> ( <i>available from Admissions</i> )	TBC
<b>SITS codes</b> ( <i>Course / Pathway / Route</i> ) ( <i>available from Student Administration</i> )	TBC
<b>Delivery venue(s)</b>	Leeds Trinity University + approved partner institutions

## 2. Aims of the programme

### Rationale and general aims, including what is special about this programme



The Leeds Trinity MBA programme has been designed for the enhancement of your professional development around three key themes. These themes were created to be thought-provoking, limitless and to provide an over-arching link between each module during your studies.

**Radical Resilience** – you will be encouraged to enhance your skills and capabilities relating to resilience within yourself, the workplace and your impact on the world. The MBA seeks to push you out of your comfort zone and be radical with your new ways of thinking and solving global business challenges.

**Creative Connectivity** – working with the understanding of the power of connectivity. During this programme you will learn new ways of connecting with people, businesses and the world itself...beyond the scope of your current networks and existing technologies.

**Dynamic Discovery** – this theme embraces the concept of 'lifelong learning' through self-discovery, competency-based learning and the transferability of skills, knowledge and connections to prepare you to lead future business disruption and innovation.

## 3. Student learning outcomes of the programme

### Learning outcomes in terms of:

- knowledge and understanding (K)
- intellectual / cognitive / 'thinking' skills (I)
- practical skills specific to the subject (P)
- employability skills (postgraduate) (E) or attributes and skills (undergraduate) (AS)

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

### Knowledge and understanding (K)

K1 - Demonstrate a critical 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 strategically-relevant knowledge and understanding of **people** management and development within organisations;

K3 - Demonstrate operational knowledge and understanding of **key functional specialisms**, such as marketing, finance, accounting and operations management;

K4 - Demonstrate knowledge and critical understanding of the importance of **customer expectations**, services and relations, as it relates to business;

K5 - Demonstrate strategic knowledge and understanding of business **strategies'** formulation within a changing environment and how to meet stakeholder interests.

#### **Intellectual/cognitive/'thinking' skills (I)**

I1 – Analytically 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 strategic and **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 - **Teamworking** – 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 general awareness of mathematics and its application in practical contexts; the ability to carry out arithmetic operations and understand data, to read and interpret graphs and tables and to manage a budget;

**E7 – Application of Information Technology** – 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 and 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.

### 3a External benchmarks

#### Statement of congruence with the relevant published subject benchmark statements

*(including appropriate references to any PSRB, employer or legislative requirements)*

All Leeds Trinity University programmes are congruent with the Frameworks for HE Qualifications (FHEQ) and, where appropriate, the Qualifications and Credit Framework (QCF) (formerly National Qualification and Credit Framework (NQF)).

This programme is aligned with the 2023 QAA Subject Benchmark statements for master's degrees in business and management (and notes the synergy with the University's Social Justice mission). Furthermore, the programme is in the process of being mapped alongside the CMI framework. Final details of the outcome will be added here, once known.

### 4. Learning outcomes for subsidiary awards

<b>Guidance</b>	<p><b>The MBA Programme offers two exit awards:</b> PgCert in Business (eligible to be awarded upon completion of 60 credits at Level 7) and PgDip Business Administration (eligible to be awarded upon completion of 120 credits at Level 7).</p> <p><b>Learning outcomes for the award of <u>Postgraduate Certificate in Business</u>:</b></p> <p>On successful completion of 60 credits at Level 7, students will have demonstrated an ability to:</p> <ul style="list-style-type: none"> <li>(i) develop new skills to a high level and advance knowledge and understanding in Business and/or area of professional practice;</li> <li>(ii) approach complex issues in a systematic and creative manner and make sound judgements in the absence of comprehensive information/data;</li> <li>(iii) communicate judgements and conclusions to different audiences;</li> <li>(iv) develop the qualities and transferable skills necessary for employment including the ability to exercise initiative and personal responsibility.</li> </ul> <p><b>Learning outcomes for the award of <u>Postgraduate Diploma in Business Administration</u>:</b></p>
<p>The assessment strategy is designed so that each of these outcomes is addressed by more than one module throughout the programme.</p>	

On successful completion of 120 credits at Level 7, students will have demonstrated, **in addition to the outcomes for a Postgraduate Certificate:**

- (i) the ability to utilise knowledge that is at, or informed by, the forefront of Business and/or area of professional practice to evaluate critically new insights and/or current issues;
- (ii) comprehensive knowledge of research techniques and how these can be critically applied to existing knowledge;
- (iii) further development of the qualities and transferable skills *necessary for employment* including autonomous decision-making in complex situations.

## 5. Content

### Summary of content by theme

(providing a 'vertical' view through the programme)

During your MBA programme, you will be introduced to a variety of leadership, management and organisational theories, concepts and professional practices. You will study modules in: Organisations and Management, Managing Operations and Processes, Strategic Financial Management, Marketing, International Business, Project Management, Innovation, Creativity and Enterprise, Business and Sustainability, Research Methods and a Research Project. Each module has been written around the three key Leeds Trinity MBA themes of Radical Resilience, Creative Connectivity and Dynamic Discovery (*further details in each module descriptor*). Each module will be taught through blending academic theory, real-life contemporary case studies, in-class debates and the opportunity to study the reality of the business world as it develops throughout the duration of your programme. In between the taught modules, there will be a variety of professional masterclasses linked to the themes of your classes and multiple opportunities to network and to seek 1:1 guidance on your assessments. Furthermore, once the Business School relocates to the new City Centre Campus this will create a multitude of opportunities to engage with local organisations in a variety of sectors.

## 6. Structure

### MBA – Master of Business Administration (Full-Time)

**Duration:** 1 year full-time

**Total credit rating:** 180

**Term 1** – with effect from September 2023

**All modules are core:**

MBA7015	Organisations and Management (Module 1)	15 credits
MBA7025	Managing Operations and Processes (Module 2)	15 credits
MBA7035	Strategic Financial Management (Module 3)	15 credits
MBA7055	Marketing (Module 4)	15 credits

### **Term 2**

**All modules are core:**

MBA7065	International Business (Module 5)	15 credits
MBA7075	Project Management (Module 6)	15 credits

MBA7085	Innovation, Creativity and Enterprise (Module 7)	15 credits
MBA7095	Business and Sustainability (Module 8)	15 credits

### **Term 3**

**All modules are core:**

MBA7105	MBA Research Methods (Module 9)	15 credits
MBA7045	MBA Research Project (Module 10)	45 credits

### **MBA – Master of Business Administration (Part-Time)**

**Duration:** 2 years part-time

**Total credit rating:** 180

**Year 1, Term 1** – with effect from September 2023

**All modules are core:**

MBA7015	Organisations and Management	15 credits
MBA7035	Strategic Financial Management	15 credits

### **Year 1, Term 2**

**All modules are core:**

MBA7065	International Business (Module 5)	15 credits
MBA7085	Innovation, Creativity and Enterprise	15 credits

### **Year 2, Term 1**

**All modules are core:**

MBA7025	Managing Operations and Processes	15 credits
MBA7055	Marketing	15 credits

### **Year 2, Term 2**

**All modules are core:**

MBA7075	Project Management	15 credits
MBA7095	Business and Sustainability	15 credits

### **Year 2, Term 3**

**All modules are core:**

MBA7105	MBA Research Methods	15 credits
MBA7045	MBA Research Project	45 credits

The students' learning journey is illustrated overleaf:

**FT MBA Programme Structure – 1 year, full-time**

	1	2	3	4	5	6	7	8	9	10	11	12
Term 1	Teaching Module 1	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 1	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 2	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 3	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC
				Teaching Module 2			Teaching Module 3			Teaching Module 4		
Term 2	Submit assessment for Module 4	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 5	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 6	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 7	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC
	Teaching Module 5			Teaching Module 6			Teaching Module 7			Teaching Module 8		
Term 3	MBA Research Methods (15 credits) + MBA Research Project (45 credits)											

**PT MBA Programme Structure – 2 years, part-time - Year 1**

	1	2	3	4	5	6	7	8	9	10	11	12
Term 1	Teaching Module 1	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 1			Teaching Module 3	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 3		
Term 2		Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 5			Teaching Module 7	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 7		
	Teaching Module 5											





**PT MBA Programme Structure – 2 years, part-time - Year 2**

	1	2	3	4	5	6	7	8	9	10	11	12
Term 1				Teaching Module 2	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 2			Teaching Module 4	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC
Term 2	Submit assessment for Module 4			Teaching Module 6	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC	Submit assessment for Module 6			Teaching Module 8	Programme of Masterclass, 1:1 surgeries, networking TBC	Programme of Masterclass, 1:1 surgeries, networking TBC
Term 3	MBA Research Methods (15 credits) + MBA Research Project (45 credits)											



## 7. Learning, teaching and assessment

### 7a) Statement of the strategy for learning, teaching and academic experience for the programme

This MBA learning, teaching and assessment strategy is informed by the current Learning, Teaching and Academic Experience Strategy, which also aligns with the University's strategic plan and our ambition to become a career led, digitally rich and inclusive institution.

#### Background

The mission of the Business School (as cited in the recent application for affiliation to the Chartered Association of Business Schools) is to *'develop highly employable, socially and ethically responsible, and digitally capable graduates. It will support business and community to grow and develop. Our collaborative research inspires our students, informs our teaching and supports business and community'*. Our Learning and Teaching Strategy contributes to the realisation of this mission.

#### Guiding Principles

All programmes within the Leeds Trinity University academic portfolio follow the 'Pre../Live../Post..' pedagogical structure for all taught classes.



This pedagogical methodology enables our students to engage with the subject matter on multiple levels of learning to enhance their knowledge and understanding. The 'Pre' element of their learning has the purpose of establishing a knowledge base for the topic and occurs ahead of the taught session through a variety of academic-led activities which include (but not exclusively): reading, videos, quizzes and podcasts. The 'Live' (live/synchronous) element of the learning is taught on campus by the academic/s and focuses on the application of academic and professional principles, theories and frameworks through discussion. The final element of the pedagogical structure is 'Post' which reinforces the learning through consolidation activities such as: quizzes, activities, further reading, videos and small assignments (encapsulating varying forms of formative assessment with subsequent feedback mechanisms to aid in student development and progression ahead of summative assessment formats).

The Business School will continue to utilise this overarching pedagogical structure. The 'Live' section will be focused on with subject-level additions and enhancements detailed below.

Within the above 'Pre-Live-Post' structure, we will utilise a 'workshop-style' learning and teaching approach to ensure differential learning whilst creating a varied, dynamic and informative teaching experience for all.

The key elements of our 'workshop' approach:-

1. Our teaching is research-informed, using a mixture of delivery methods (utilising a wide variety of visual/audio media)
2. The business world examples we use are contemporary, authentic and relevant, demonstrating clear links to the topic under discussion

3. The activities we give our students are realistic, useful and contributing to their career-readiness
4. We will continue to revise our teaching strategies in line with alterations to the sector's recommendations for career attributes (including LTU's 'My Career Passport' initiative), the recommendations of the QAA Subject Benchmark Statements and all affiliated PSRB standards.

Assessment within the MBA is varied and authentically aligned to the subject matter of the module. Furthermore, the MBA utilises multiple forms of formative and summative assessment across the modules.

The MBA Programme is taught through a 'block teaching' delivery mode, which enables the students to fully immerse themselves into the module's delivery and remain fully engaged in the subject matter. Furthermore, this delivery method ensures the assessment submission is close to the taught element and formative assessment aspects of the module, heightening the level of student attainment/outcomes. Completing and gaining the credits throughout the semester also positively impacts on the reduction of attrition rates as students can demonstrably see the outcome of their work with greater immediacy. Additional masterclasses, bespoke 1:1 assessment surgeries and multiple opportunities for networking with other Leeds Trinity students, staff and the Leeds Trinity business networks bring a further authentic element to the MBA Programme.

7b) Programme learning outcomes covered

	Assessed learning outcomes of the programme									Skills development								
	K1	K2	K3	K4	K5	I1	I2	I3	I4	E1	E2	E3	E4	E5	E6	E7	E8	E9
	External Environment	People Management	Key Functional Specialisms	Customer Relations	Business Strategies	Quantitative and Qualitative Data	Critical Thinking, Analysis and Synthesis	Informed Choices	Problem-solving and Decision-making	Self-management	Teamworking	Business & sector awareness	Problem-solving	Communication	Application of numeracy	Application of IT	Entrepreneurship / enterprise	Social, cultural & civic awareness
MBA7015 Organisations and Management	X	X	X		X			X	X	X	X	X	X		X	X	X	
MBA7025 Managing Operations and Processes	X	X	X		X	X			X	X		X	X	X	X	X	X	
MBA7035 Strategic Financial Management	X		X		X	X	X	X	X	X		X	X	X			X	
MBA7055 Marketing	X	X	X	X	X		X	X	X	X	X	X	X			X	X	X
MBA7065 International Business	X		X		X		X	X	X	X		X	X		X	X	X	
MBA7075 Project Management	X				X	X			X		X	X	X	X	X	X	X	
MBA7085 Innovation, Creativity and Enterprise	X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X
MBA7095 Business and Sustainability	X		X		X		X	X	X	X	X	X	X		X	X	X	
MBA7105 MBA Research Methods	X		X	X	X			X	X	X		X	X	X	X			X
MBA7045 MBA Research Project	X		X	X	X	X	X	X	X	X		X	X	X	X			X

## 8. Entry requirements

<b>Do the University's standard entry requirements apply (as outlined within the University's Admissions Policy)?</b>	Yes
<b>Detail of any deviation from and/or addition to the University's standard entry requirements (if applicable)</b>	N/A

## 9. Progression, classification and award requirements

<b>Details of requirements for student progression between levels and receipt of the award(s)</b> (A certain level of attainment which <u>must</u> be achieved in a specific module; any modules exempted from condonement, any deviation from the standard institutional stipulations for award classification, e.g. exclusion of Level 4 module marks from Foundation Degree classification)
The following regulations apply, together with the General Academic Regulations: <ul style="list-style-type: none"><li>• Programme Regulations for Taught Postgraduate Degrees</li></ul>

## 10. Prerequisites

<b>Details of modules students <u>must</u> study and achieve credit for before enrolling on a module at a higher level, or attaining their final programme award</b>
N/A

## 11. Additional support needs

<b>Arrangements made to accommodate students with additional support needs and any unavoidable restrictions on their participation in the programme/scheme</b>
Students with disabilities or other support needs are welcome and are expected to be able to participate fully in this programme. Arrangements will be made, via the normal University support systems, to accommodate students with additional support needs wherever possible, with reasonable adjustments made to accommodate individual needs.