

PROGRAMME SPECIFICATION

1. General information

Awarding body / institution	Leeds Trinity University
Teaching institution	Leeds Trinity University
'Parent' School (<i>ICE / SAC / SSHS</i>)	SSHS
Academic Group (<i>or Cluster if clearer</i>)	Business
Professional accreditation body (<i>if applicable</i>)	N/A
Final award (<i>eg. BA Hons</i>)	Master of Business Administration (MBA)
Title of programme(s)	Master of Business Administration (MBA)
Subsidiary award(s) (<i>if any</i>)	PgCert in Business, PgDip in Business Administration (fall-back awards only)
Honours type (<i>Single / Joint / Combined</i>)	N/A
Duration and mode(s) of study	1 year full time; 2 years part time
Month/year of approval of programme	May 2018
Start date (<i>this version</i>) (<i>month and year</i>)	September 2018
Periodic review next due (<i>academic year</i>)	2023
JACS subject code(s) (<i>Level 3</i>) (Please refer to HESA listing on AQO website)	N100 Business Studies
UCAS course code & route code (available from Admissions)	N/A
SITS codes (<i>Course / Pathway / Route</i>) (available from Student Administration)	MBAADMIN
Delivery venue(s)	Leeds Trinity University

2. Aims of the programme

<p>Rationale and general aims, including what is special about this programme (<i>from the student's and a marketing perspective</i>)</p> <p>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.</p> <p>The programme is designed to offer students 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 students are a recent graduate who requires a bridge between your undergraduate studies and the needs of employment.</p>

Equally, it is suitable if students 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 students 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:

1. the development of your advanced knowledge of **organisations**, their management and the changing external context in which they operate;
2. 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**;
3. the development and enhancement of your **employability** through the development of professional skills;
4. 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 students in strategic career planning and developing your leadership capabilities. This module encourages students to reflect on your own career plans. It identifies key employability skills and pathways for development and will complement students' work on the management consultancy organisation-based project.

The programme takes an integrative approach to developing students' 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:

- **Strategy** (in Marketing, Finance and Operations modules)
- **Business Ethics and Corporate Social Responsibility** (with special lectures on these topics within Finance, Operations 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, students will be able to demonstrate a broad knowledge and understanding of organisations, the external context in which they operate and how they are managed. Students 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)
- practical skills specific to the subject (P)
- employability skills (E)

The 'K1', etc codes are used in section 7b) 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 **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 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.

3a External benchmarks

Statement of congruence with the relevant published subject benchmark statements

(including appropriate references to any PSRB, employer or legislative 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. Learning outcomes for subsidiary awards

Generic Learning outcomes for the award of Postgraduate Certificate:

On successful completion of 60 credits at Level 7, students will have demonstrated an ability to:

- develop new skills to a high level and advance knowledge and understanding in the discipline and/or area of professional practice;
- approach complex issues in a systematic and creative manner and make sound judgements in the absence of comprehensive information/data;
- communicate judgements and conclusions to different audiences;

- (iv) develop the qualities and transferable skills necessary for employment including the ability to exercise initiative and personal responsibility.

Generic learning outcomes for the award of Postgraduate Diploma

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 the discipline 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)

The MBA programme offers the essential knowledge and understanding, skills and experience required for students 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.

The *Leadership and Professional Development* module helps students with strategic career planning and to develop management and leadership capabilities, whilst core modules ensure the integration of a range of business subjects (*Financial Strategy & Business Operations, Strategic Marketing & Planning, Operations & Global Supply Chain Management, Corporate & International Strategy*) and a holistic view on complex real-life business issues at strategic and operational levels.

This is followed by individual research (*Management Consultancy Project 1 & 2* modules). Students will be supported by Leeds Trinity Employer Partnership Office (EPO) specialists in negotiating access to a suitable business/organisational context, where students can conduct their research project and apply acquired theoretical knowledge in practice. This will result in students being able to produce business recommendations, conduct their research as a management consultant for an organisation and support the development of their employability skills.

The *Management Consultancy Project 1 & 2* modules allow students to develop business research and client management skills, to apply and test their theoretical understanding of management disciplines in real-life applications (*MCP1*) and to investigate and resolve practical business issues by using robust and academically grounded research methodologies (*MCP2*). It is anticipated that the project will also build students' 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 their areas of interest, thus aligning their programme of studies with their future career aspirations. Desk-based research projects can be undertaken as a back-up option.

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, People and Operations management. The core modules incorporate cross-cutting themes of Strategy, 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, *Innovation, Change & Enterprise*, *Services Marketing*, *Human Resources Management* and *Project Management*, allow students to individualise their programme of study and to develop a degree of specialism.

6. Structure

MBA full-time

Duration: 1 year full-time

Total credit rating: 180 (ECTS: 90)

Year 1 – with effect from September 2018

Core: Students are required to take:

MBA 7002	Leadership and Professional Development	Term 1	20 credits
MBF 7202	Financial Strategy and Business Operations	Term 1	20 credits
MBA 7192	Operations and Global Supply Chain Management	Term 1	20 credits
MBA 7032	Strategic Marketing and Planning	Term 2	20 credits
MBA 7822	Corporate and International Strategy	Term 2	20 credits
MBA 7102	Management Consultancy Project 1	Term 2	20 credits

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

MBA 7062	Innovation, Change & Enterprise
MBA 7072	Human Resources Management
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 40-credit module:

MBA 7104	Management Consultancy Project 2	Term 3	40 credits
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MBA part-time

Duration: 2 year part-time

Total credit rating: 180 (ECTS: 90)

Year 1 – with effect from September 2018

Core: Students are required to take:

MBA 7002	Leadership and Professional Development	Term 1	20 credits
MBA 7822	Corporate and International Strategy	Term 2	20 credits
MBA 7032	Strategic Marketing and Planning	Term 2	20 credits

Options: Students are required to choose 1 module from:		Term 3	20 credits
MBA 7062	Innovation, Change and Enterprise		
MBA 7072	Human Resources Management		
MBA 7092	Project Management		
MBA 7112	Services Marketing		

Year 2 – with effect from September 2019

Core: Students are required to take:

MBF 7202	Financial Strategy & Business Operations	Term 1	20 credits
MBA 7192	Operations and Global Supply Chain Management	Term 1	20 credits
MBA 7102	Management Consultancy Project 1	Term 2	20 credits

In order to be eligible for the award of MBA all students are required to take the 40-credit module:

MBA 7104	Management Consultancy Project 2	Term 3	40 credits
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Indicate as applicable:

* *There is a prerequisite for enrolment on this module – see section 10.*

+ *The indicated module(s) are not available to visiting students.*

7. Learning, teaching and assessment

7a) Statement of the strategy for learning, teaching and assessment for the programme

The programme meets the requirements of relevant policy documents, particularly the QAA Framework for HE Qualifications, relevant QAA Subject Benchmark Statement and the University's Strategic Plan and Learning, Teaching and Assessment Strategy (2015-20).

The key goals of the LTAS Strategy (2015-2020) strategy are that we:

- a. Adopt a pedagogical approach that emphasises active enquiry and collaboration, allowing students to both shape and be responsible for their learning;
- b. Provide and support relevant technologies and learning spaces that give opportunities for flexible approaches to provision, enabling students to exercise choice in relation to where, when and how they manage their learning;
- c. Provide an educational experience that is student-centred and responsive to the needs and attributes of individuals;
- d. Retain a key role for applied learning through placements and volunteering opportunities, developing a range of employability skills;
- e. Develop critical thinking and analytical skills, enabling our graduates to make sense of an increasingly data rich world;
- f. Ensure that ethical practice, social responsibility and sustainability are central to what we do.

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 higher 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 tutor 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 an advice from careers advisers.

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.

Following LTAS Strategy, 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 and market analysis reports, individual and team presentations, a research project proposal, a business/marketing/project plans, a personal portfolio and a management consultancy project brief and report.

8. 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).

Applications are welcome from those with few or no formal qualifications. Any previous relevant work experience (e.g. 6 years of experience at managerial level) 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 Strategy & Business Operations* and *Leadership and Professional Development* modules;
- ILM Postgraduate Diploma offers exemption against 40 credits – *Leadership and Professional Development* module and one option module.

9. 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 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)

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 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).

10. Prerequisites

Details of modules which must be passed before enrolment on a module at a higher level

There are no prerequisites, but students have to attend MBA 7102 Management Consultancy Project 1 before they can start MBA 7104 Management Consultancy Project 2.

11. Additional support needs

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

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.