

Appendix 1: PROGRAMME SPECIFICATION

1. Qualification	2. Programme Title	3. Programme Type
Masters Degree	Master of Business Administration	Full-Time

4. Main Purposes and Distinctive Features of the Programme

The overall aim of the programme is to prepare students for a career at senior management level. Students will gain a thorough grounding in the key business and management areas and will develop knowledge and skills in strategic thinking appropriate for a global world economy.

The main objectives of the programme are as follows:

1. The advanced study of organisations, their management and the changing external context in which they operate
2. Preparation for and/or development of a career in business and management developing skills at a professional or equivalent level, or as preparation for research or further study in the area
3. Development of the ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve business and management practice.
4. Enhancement of lifelong learning and transferable skills and personal development so as to be able to work with self-direction and originality and to contribute to business and society at large.

The programme has the following distinctive features:

- **Study of the context of business activity, the primary functions to be found in any business organization and the keys to successful management within such a context.**
- An examination of the global competitive environment including e-commerce, diverse organisational structures and strategic alliances
- Develop the understanding of strategic management of organizations with an emphasis on the management of change.
- Research into a business issue or problem through undertaking an in depth piece of management research and producing a dissertation.
- Residential or away day at commencement of the course to enhance group working and co-operation
- An international theme running throughout the programme through taking advantage of learning with and from other students from around the world.

5. What a postgraduate should know and be able to do on completion of the programme (based on the QAA benchmark standards "Academic Standards - Masters awards in business and management")

Knowledge and understanding in the context of the subject(s)

1. *The contextual forces on organisations including legal systems, ethical, economic, social and technological change issues, international developments, corporate governance*
2. *Markets and customers; the development and operation of markets for resources, goods and service; expectations of customers and equivalent stakeholders*
3. *Concepts, processes and institutions in the production and marketing of goods and/or services; the management of resources and operations*
4. *The financing of the business enterprise of other forms or organisations: sources, uses and management of finance; the use of accounting for managerial and financial reporting applications*
5. *The management and development of people within organisations: organisational theory, behaviour, industrial/employee relations, HRM, change management*
6. *The uses and limitations of a range of research methods/techniques, both quantitative and qualitative, and an understanding of their strengths and weaknesses for providing information and evaluating options in an uncertain organizational environment*
7. *The development, management and exploitation of information systems and their impact on organisations*

8. *The use of relevant communication and information technologies for application in business and management within a global knowledge-based economy*
9. *The development of appropriate business policies and strategies within a changing context to meet stakeholder interests*
10. *A range of contemporary and persuasive issues which may change over time. Illustrative examples may include innovation, creativity, e-commerce, knowledge management, business ethics, values and norms; globalization*

Skills

1. *Ability to conduct research into business and management issues*
2. *Ethics and value management; recognising ethical situations, applying ethical and organizational values to situations and choices*
3. *Leadership style and performance management; selecting appropriate leadership style for situations; setting targets, motivating, monitoring performance, coaching and mentoring, continuous improvement*
4. *Effective performance within a team environment and the ability to recognise and utilize individual's contributions in group processes, team selection, delegation, development and management*
5. *Critical thinking and creativity; managing creative processes in self and others; organising thoughts, analysis, synthesis, critical appraisal. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately*
6. *Problem solving and decision making: establishing criteria, using appropriate decision techniques including identifying, formulating and solving business problems; the ability to create, identify and evaluate options; the ability to implement and review decisions*
7. *Numeracy and quantitative skills including the use of models of business situations; qualitative research skills*
8. *Effective use of communication and information technology*
9. *Two-way communication; listening, negotiating and persuading or influencing others; oral and written communications, using a range of media, including the preparation of business reports*
10. *Personal effectiveness; self-awareness and selfmanagement, time management, sensitivity to diversity in people and different situations, the ability to continue learning*
11. *Learning through reflection on practice and experience*
12. *Information and knowledge; scanning and organising data, abstracting meaning form information and sharing knowledge*

6. Qualities, Skills & Capabilities Profile

The educational and training goals of the programme seek to develop and demonstrate the following qualities, skills, capabilities and values in its graduates

A. Cognitive	B. Practical	C. Personal and Social	D. Other
6. Problem solving and decision making	1. Ability to conduct research into business and management issues	10. Personal effectiveness; Self-awareness and self-management, time management	2. Ethics and value management, recognising ethical situations, applying ethical and organisational values to situations and choices
5. Critical thinking and creativity	3. Leadership and performance management 12. Information and knowledge	4. Effectiveness performance within a team environment 9. Two way communication, listening, negotiating, persuading	
	7. Numeracy and quantitative 8. Effective use of communication and information technology	11. Learning through reflection on practice and experience 12. Information and Knowledge	

Structure	
Management and Leadership 20 credits Managing Finance 20 credits Managing People 20 credits Research Methods (This to be taught over both semesters) 20 credits	<i>Semester 1</i>
Managing Change 20 credits Strategic Management and Marketing 20 credits Managing Business Performance and IT 20 credits Research methods as stated above	<i>Semester 2</i>
Dissertation 40 credits	
TOTAL 180 credits	

8. Learning, Teaching and Assessment Strategy

Learning and Teaching Methods

The learning strategy is designed to develop managerial knowledge and concepts within a learning environment, which utilises students' work experience and cultural background

Active learning is also encouraged through workshops, which encourage participation and a sharing of experiences. Visiting speakers and workplace visits will also feature within the programme.

Assessment Methods

There is a mixture of assessment methods. Continuous assessment is used on the programme as well as time-constrained exams and assignments. Assignments include case studies, essays and personal development planning.

Assessment Norms

20 credit module – 4000 – 4500 words or equivalent

Dissertation (40 credits) – 9000 - 12000 words or equivalent

Assessment Classification System

Pass mark for assignments – 40% Students must obtain a pass mark in all assessments. Please see Appendix One for all additional information regarding assessments.

Percentage marks will be awarded as well as a grade.

A 70% plus – distinction/excellent

B 60-69% - very good pass

C 50-59% - good pass

D 40-49% - satisfactory/borderline pass

F 30-39% - Fail

10. Other Information

Date programme first offered

September 2001

Admissions Criteria

Standard Requirements

- UK Degree/PG degree, or equivalent,
- Relevant Professional qualification (optional)
- NVQ level 4 in Management, Professional Development Certificate in Management Studies
- English language proficiency (TOELF score of at least 550 , or an IELTS score of at least 6.5)
- All entrants should have at least two years' relevant work experience.