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# Master of Business Administration

Programme Specification

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| 1. Programme title | Master of Business Administration |
| 2. Awarding institution  | Middlesex University |
| 3. Teaching institution  | Middlesex University |
| 4. Programme accredited by  |  |
| 5. Final qualification  | MBA |
| 6. Academic year | 2013-14 |
| 7. Language of study | English |
| 8. Mode of study | Full Time / Part Time / Distance Learning |

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| 9. Criteria for admission to the programmeThe criteria for admission to the programme are as follows:* Applicants will normally be expected to have two or more years of relevant business experience and hold at least a second class honours degree from a UK university or a degree of equivalent standard.
* Holders of graduate-level professional qualifications may also be admitted and are encouraged to apply.
* Applicants who do not possess either an honours degree or professional qualifications are also considered, but normally only if they supply a GMAT score of at least 550 points.

For the top-up programme, candidates who have successfully completed a Level 7 Diploma in a relevant subject area may be considered for entry, at the discretion of the Programme Leader, carrying forward up to 60 credits. In such cases, achievement of the relevant learning outcomes via prior learning must be demonstrable. The candidates would also need to have two or more years of relevant business experience.Applicants whose undergraduate degree was not taught and examined in English ***must*** have one of the following English language qualifications: IELTS (written and spoken 6.5 or higher, and *preferably* listening 7.0) or TOEFL 600 (paper based) or 250 (computer based) or 100 (internet based) score. |

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| 10. Aims of the programme |
| The programme aims to develop individuals to manage successfully and ethically across a range of organisations in an increasingly global, diverse and dynamic business environment. Our emphasis on applying theory and developing practice is reflected in the ‘enterprise and consulting’ theme of the programme.**This aim is achieved through:*** encouraging students to gain a thorough and integrated understanding of the various disciplines that contribute to the study of management;
* facilitating the application of such disciplines to ensure effective practice;
* enhancing personal and professional skills for management and leadership.

 **The specific objectives for the MBA are that students will improve their ability to:*** enhance and develop previous relevant experience in business and management;
* develop the ability to apply previous and newly acquired knowledge and experience to complex business issues in a range of contexts;
* prepare students for leadership and transformational roles in business;
* develop strategic thinking, innovation and entrepreneurial skills;
* develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate, and demonstrate a broad perspective on organisational management and its wider impact on society and the environment;
* operate and manage in a global and multicultural environment;
* develop interpersonal and group-working skills;
* encourage lifelong learning and personal development.
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| 11. Programme outcomes |
| A. Knowledge and understandingOn completion of this programme the successful student will have knowledge and understanding of :1. the core business and its relationship to strategic management;
2. the role of leadership in the strategic management of people and resources in entrepreneurial and established organisations;
3. the strategic role of finance within organisations;
4. the theory, practice and emerging trends of management concepts, ideas, models and frameworks;
5. the theory and practice of business in international contexts;
6. the role of entrepreneurship, enterprise and consultancy in a variety of business environments.
 | **Teaching/learning methods**Students gain knowledge and understanding through:1. Learning sessions that are used to instil outcomes 1, 2, 3, 4, 5 and 6
2. Case studies will be used to challenge students’ thinking in a practical context and serve to link theory to practice, to achieve outcomes 1, 2, 3, 4, 5 and 6
3. Activities, such as the ALEs, to achieve outcomes 2, 3 and 5
4. Open and directed workshops and discussions to achieve outcomes 2, 4 and 6
5. Directed reading from books, professional journals, and web-based or e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6
6. Group interaction sessions to achieve outcomes 2, 4 and 5

**Assessment Method**Students’ knowledge and understanding is assessed by:1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Seen and unseen case study-study assessments will be used to assess students’ achievement of outcomes 1, 2, 4 and 6
3. Presentations to assess achievement of outcomes 1, 2, 3, 4, 5, and 6.
4. The final project to assess the programme’s aims and objectives holistically
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| B. Cognitive (thinking) skillsOn completion of this programme the successful student will be able to:1. critically evaluate management concepts, theories models and frameworks;
2. apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments;
3. evaluate options using appropriate decision-making criteria including the use of financial tools.;
4. analyse the dynamics and effectiveness of personal, team and staff performance and development;
5. think reflectively;
6. analyse and develop diverse investigative methodologies to apply to solve organisational management problems.
 | Teaching/learning methodsStudents learn cognitive skills through1. Learning sessions that are used to instil in students the foundations of outcomes 1, 2, 3, 4, 5 and 6
2. Case studies to achieve outcomes 1, 2, 4 and 5
3. Activities to achieve outcomes 2, 3, 4 and 5
4. Open and directed workshops and discussions will be used to achieve outcomes 1, 3, 4, and 6
5. Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4 and 6
6. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

Assessment methodsStudents’ cognitive skills are assessed by1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Seen and unseen case study-reports to assess the achievement of outcomes 1, 2, 3, and 4.
3. Presentations to assess the achievement of outcomes 1, 2, 3, and 4.
4. Final Project to assess the achievement of the programmes aims and objectives holistically
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| C. Practical skillsOn completion of the programme the successful student will be able to:1. solve business problems and develop organisational performance;
2. undertake research to address strategic and other management issues within organisations;
3. demonstrate leadership and associated interpersonal skills to solve organisational problems;
4. conduct strategic organisational analysis to identify the key strategic problems and develop solutions;
5. undertake critical analyses to develop, plan and recommend implementation.
 | Teaching/learning methodsStudents learn practical skills through1. Case studies to achieve outcomes 1, 2, 3, 4 and 5
2. Activities to achieve outcomes 1, 3, and 5
3. Open and directed workshops and discussions to achieve outcomes 1, 2, 3 and 5
4. Directed reading including use of e-learning materials to achieve outcomes1, 2, 4 and 5
5. Presentations to achieve outcomes 1, 2, 3, 4 and 5
6. Group interaction sessions to achieve outcomes 1, 3, 4 and 5

Assessment methodsStudents’ practical skills are assessed by1. Reports to assess the achievement of outcomes 1, 2, 3, 4, and 5
2. Presentations to assess the achievement of outcomes 1, 2, 3, and 4.
3. Seen and unseen case study-based reports to assess the achievement of outcomes 1, 4 and 5
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| 12. Programme structure (levels, modules, credits and progression requirements) |
| 12. 1 Overall structure of the programme |
| **CORE:**(for full time students Modules MBA4632, MBA4634 and MBA4643 will run in term one, and MBA4636, MBA4646 and MBA4645 will run in term 2)MBA4645 Management Perspectives (20 credits)MBA4643 Finance and Economics (20 credits)MBA4632 Executive Leadership (20 credits)MBA4636 Operations Management (20 credits) **PLUS****EITHER** **OR**MBA 4665 Research Methods (10 credits) MBA4647 Information Management (20 credits) MBA 4800 Project (60 credits) MBA4850 Business Transformation Project (30 credits) **Top Up Programme**MBA 4646 Marketing Management (20 credits)MBA4634 Business Strategy (20 credits)MBA4632 Executive Leadership (20 credits)MBA 4646 Marketing Management (20 credits)MBA4634 Business Strategy (20 credits)MBA4850 Business Transformation Project (30 credits) MBA 4665 Research Methods (10 credits) MBA4643 Finance and Economics (20 credits)For residential students, in addition to the modules are four compulsory Applied Learning Experiences (ALEs) which are central to meeting the requirements of a practice-based MBA, which is the underpinning philosophy of the new programme. These are not assessed although they contribute to meeting many of the learning outcomes of the MBA at a programme level. The international field trip (ALE4) gives the students a cross cultural perspective and the experience gained may be used as a part of the Management Perspectives module (online, as well as MBA Top-up students will not be taking part In the ALEs). Finally, sessions related to Career and Personal Development (CPDs) are included to meet programme learning outcomes and enhance the recruitment potential of the programme. |

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| 12.2 Levels and modulesStarting in academic year 2010/11 the University is changing the way it references modules to state the level of study in which these are delivered. This is to comply with the national Framework for Higher Education Qualifications. This implementation will be a gradual process whilst records are updated. Therefore the old coding is bracketed below. |
| Level 7 |
| COMPULSORY | OPTIONAL  | PROGRESSION REQUIREMENTS |
| Students must take all of the following:MBA4632\*\*Executive LeadershipMBA4634 \*\*Business Strategy MBA4636Operations ManagementMBA4643 \*\*Finance and EconomicsMBA4645Management Perspectives MBA4646 \*\*Marketing Management\*\* *modules for Top-up programme* | In addition students will take **EITHER:**MBA4647Information Management (20 credits)*PLUS*MBA4665 \*\*Research Methods (10 credits)*PLUS*MBA4850 \*\*Business Transformation Project (30 credits)**OR:**MBA4800 Project (60 credits) \*\* *modules for Top-up programme* | Students must pass all four level 4 modules to progress |

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| 12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels) |
| Module level | Module code |
| Note | All modules are non-compensatable |

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| 13. Curriculum map  |
| See attached. |
| 14. Information about assessment regulations |
| University and School Assessment Regulations apply to this Programme. **Exit Awards**Students on the main MBA programme who fail to complete the requirements of the MBA programme will be awarded a Postgraduate Diploma (minimum 120 credits passed) or a Postgraduate Certificate (minimum 60 credits passed) as an exit award, depending on the number of credit points accumulated. This is not available for students on the top-up programme as they have already achieved an equivalent award.**Classification of MBAs**MBA classification follows university regulations for students who choose to take the 60 credit project MBA4800.Students who opt for the alternate 30 credit Business Transformation Project MBA4850 and its prerequisite research methods module MBA4665, or are on the Top-Up MBA programme, will be classified as Distinction, Merit or Pass according to the following convention:*Distinction*:1. Grade 1-4 in the dissertation (30 credits) plus
2. Grade 1-4 in 50 % or more of the remaining credits
3. If 2 not achieved, then merit.

*Merit*:1. Grade 1-8 in the dissertation (30 credits) plus
2. in 50 % or more of the remaining credits
3. If 2 not achieved, then pass.

*Pass:*Any other combination. |

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| 15. Placement opportunities, requirements and support (if applicable) |
| The MBA Programme has no compulsory period of placement. With respect to the project module, students are responsible for seeking out organisations to conduct their final project where required. |

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| 16. Future careers (if applicable) |
| Sessions related to Career and Personal Development (CPDs) will be incorporated throughout the programme to help students with their career and personal development aspirations. A further aim is to enhance the role of the existing Business School alumni organisation in providing career and networking opportunities. The Careers Service within the University is also on-hand to provide support to graduates seeking employment. |

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| 17. Particular support for learning (if applicable) |
| Particular support for learning includes:* English language support
* Dedicated base room for students to work in as well as on-site library facilities for group work in addition to access to M25 libraries

The MBA team will give support to individuals seeking membership options with the Chartered Management Institute or the Chartered Institute of Personnel and Development |

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| 18. JACS code (or other relevant coding system) | N200 |
| 19. Relevant QAA subject benchmark group(s) | Business and Management |

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| 20. Reference pointsThe following reference points were used to construct this programme specification:* QAA guidelines for programme specifications
* QAA Business and Management benchmarks
* CLQE Guidelines
* Enhancing Learning, Teaching and Assessment Strategy 2007-12

University Regulations including Equal Opportunity & Disability Guidelines |

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| 21. Other information |
| Indicators of quality:* Student achievement
* Buoyant enrolment
* Student feedback evaluation forms
* External examiners reports
* Student employability

Methods for evaluating and improving the quality and standards of learning are:* External Examiner reports
* Annual Monitoring reports
* Board of Study
* Student focus group
* Module evaluation and report
* Peer teaching observations
* Student evaluation
* Validation and review panels

See Middlesex university’s Learning and Quality Enhancement Handbook for further information |

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the rest of your programme handbook and the university regulations.

### Curriculum map for MBA

This section maps programme learning outcomes against the modules in which they are assessed.

### Programme learning outcomes

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| Knowledge and understanding | Practical skills |
| A1 | The core business and its relationship to strategic management | C1 | Solve business problems and develop organisational performance |
| A2 | The role of leadership in the strategic management of people and resources in entrepreneurial and established organisations | C2 | Undertake research to address strategic and other management issues within organisations |
| A3 | The strategic role of finance within organisations | C3 | Demonstrate leadership and associated interpersonal skills to solve organisational problems |
| A4 | The theory, practice and emerging trends of management concepts, ideas, models and frameworks | C4 | Conduct strategic organisational analysis to identify the key strategic problems and develop solutions |
| A5 | The theory and practice of business in international contexts | C5 | Undertake critical analyses to develop, plan and recommend implementation of strategic decisions |
| A6 | The role of entrepreneurship, enterprise and consultancy in a variety of business environments |  |  |
| Cognitive skills |  |
| B1 | Critically evaluate management concepts, theories models and frameworks |  |  |
| B2 | Apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments |  |  |
| B3 | Evaluate options using appropriate decision-making criteria including the use of financial tools. |  |  |
| B4 | Analyse the dynamics and effectiveness of personal, team and staff performance and development |  |  |
| B5 | Think reflectively |  |  |
| B6 | Analyse and develop diverse investigative methodologies to apply to solve organisational management problems |  |  |

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| **Module Title** | **Module** **Code** | **Programme outcomes** |
| **A1** | **A2** | **A3** | **A4** | **A5** | **A6** | **B1** | **B2** | **B3** | **B4** | **B5** | **B6** | **C1** | **C2** | **C3** | **C4** | **C5** |
| Executive Leadership | MBA4632 |  | ✓ |  | ✓ |  |  | ✓ |  |  | ✓ | ✓ |  |  |  | ✓ | ✓ |  |
| Business Strategy  | MBA4634 | ✓ |  | ✓ | ✓ | ✓ |  | ✓ | ✓ | ✓ |  |  |  |  |  |  | ✓ |  |
| Operations Management | MBA4636 |  |  |  | ✓ |  |  | ✓ |  | ✓ |  |  | ✓ |  |  |  |  | ✓ |
| Finance and Economics | MBA4643 |  |  | ✓ | ✓ | ✓ |  | ✓ |  | ✓ |  |  |  |  |  |  | ✓ | ✓ |
| Marketing Management | MBA4646 |  |  |  | ✓ |  |  | ✓ |  |  |  |  |  |  |  |  |  | ✓ |
| Management Perspectives | MBA4645 |  | ✓ |  | ✓ | ✓ | ✓ | ✓ | ✓ |  |  |  |  | ✓ |  |  | ✓ |  |
| Information Management | MBA4647 | ✓ |  |  | ✓ |  |  | ✓ | ✓ | ✓ |  |  | ✓ | ✓ | ✓ | ✓ |  |  |
| Research Methods | MBA4665 |  |  |  |  |  |  | ✓ | ✓ | ✓ |  | ✓ | ✓ | ✓ | ✓ |  | ✓ |  |
| Business Transformation Project | MBA4850 |  | ✓ |  | ✓ |  | ✓ | ✓ | ✓ | ✓ |  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Project | MBA 4800 |  | ✓ |  | ✓ |  | ✓ | ✓ | ✓ | ✓ |  | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |