University of Bradford:  
Postgraduate Programme specification

School of Management  
Programme title: Master in Business Administration Innovation, Enterprise and Circular Economy

<table>
<thead>
<tr>
<th>Academic Year:</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree Awarding Body:</td>
<td>University of Bradford</td>
</tr>
<tr>
<td>Partner(s), delivery organisation or support provider (if appropriate):</td>
<td></td>
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</table>
| Final and interim award(s): | [Framework for Higher Education Qualifications (FHEQ) level 7]  
Master in Business Administration (MBA) Innovation, Enterprise and Circular Economy  
Postgraduate Diploma  
Postgraduate Certificate |
| Programme accredited by (if appropriate): | AMBA and EQUIS |
| Programme duration:     | Distance learning: 24 months |
| QAA Subject benchmark statement(s): | Business and Management |
| Date of Senate Approval: | 29 April 2013 |
| Date last confirmed and/or minor modification approved by Faculty Board | March 2016 |

Introduction

In accordance with the University's mission 'Making Knowledge Work', the School of Management aims to provide programmes that educate individuals as managers and business specialists, and thereby improve the quality of management as a profession.

Short and long term rising commodity prices, structural adjustments and declining quality of resources are presenting major strategic and operational challenges to companies, countries and geo-regions. Shifts in economic geography, instability in financial markets and volatility in access to and security of supply, raise the risks of resource conflicts and social upheaval. Such issues will likely impact more widely on fundamental societal needs for food, water and affordable energy and fuel. All these drivers and trends point to the need to re-think supply chain design, assessment of risk and security and business models.

The MBA programme has been developed to support our academic programme with the Ellen MacArthur Foundation (EMF). This MBA will combine the specialist management knowledge and tools from our traditional MBA programme to assess critical global and national trends and drivers, looking at what they mean for your business, region, supply chains, customers and operations, while developing potential strategic and operational responses to global business transitions.

A working definition of the circular economy is:
'A framework for re-thinking our industrial economy that is, by design or intention, restorative and in which materials flows are of two types: biological nutrients, designed to re-enter the biosphere safely, and technical nutrients, which are designed to circulate at high quality without entering the biosphere'.

Closed substance cycles, sometimes referred to as closed loop systems feature prominently in discussions around circular economy. The term ‘closed loop’ is then also often linked and associated with a further term – ‘industrial ecology’ – which features a number of characteristics that appear in the circular economy framework.

Closed loop principles are well founded in engineering under the idea of closed loop systems and ecology (operating with feedback systems). These principles involve a careful management of materials flows, which in the circular economy are of two types as described by McDonough and Braungart (Cradle to Cradle, Re-making the way we make things): biological nutrients, designed to re-enter the biosphere safely and build natural capital, and technical nutrients, which are designed to circulate at high quality without entering the biosphere. Earlier studies used terms such as economy in loops referring to product life extension, durability, remanufacture and product service substitution to reduce the material intensity of the economy as well as create virtuous material – economy cycles.

The term industrial ecology also has a number of features of closed loop and cascading principles and itself is often associated with a number of other terms such as clean technology, design for environment and industrial symbiosis. At its heart it refers to industrial eco-systems with inputs and outputs from different processes, and facilities and activities becoming connected or evolving over time to the benefit of all in the network. At the firm or facility level, methods and techniques such as Cleaner Production, Design for Environment, Life Cycle Assessment, Environmental Management Systems highlight significant resource savings that could be achieved from focussed and structured analysis of material and resource inputs and outputs. Industrial symbiosis takes this activity to another level, connecting groups of firms, processes and businesses who can benefit by using each other’s wastes or outputs. Projects such as the famous Kalundborg eco-park in Denmark, have provided a blue print for many such schemes in China.

Some of the practical implications of a circular economy are a shift from selling goods/products to selling performance, moving towards renewable energy, rethinking value cycles and supply chains and recognising the value of diversity and whole system design. Innovation and enterprise lies at the heart of the circular economy – harnessing new ideas, modernising old ideas and shifting from a throughput model to circular models for value creation, retention and recovery.

The School’s first MBA programme was launched on a full-time basis in 1975 and is one of the oldest MBA programmes in the UK. This MBA provides the world’s first MBA on the circular economy blending the strengths of the core modules and subjects of the long established DL MBA with 60 credits of modules designed specifically for managers and business specialists interested in the circular economy.

Alternatively the 60 credits related specifically to the CE can be taken as stand-alone for the award of PGC Innovation, Enterprise and Circular Economy.

This MBA consists of 2 distinct stages (see below for further details) representing 1800 hours of study, through which you accrue the 180 UK credits necessary for the award of an MBA degree. The first stage is the taught component comprising 120 credits of core modules and 20 credits of specialist (options) modules (see below for full listings). The second stage, taken after successful completion of the 140 credits of taught elements, is the completion of a management thesis.

1 Source: Ellen Macarthur Foundation
A project comprising 40 credits. The PGC award is achieved by successful completion of the 60 core credits in circular economy modules (listed below).

A student taking the PGC award can transfer to the MBA upon successful completion of the award or during the award, assuming satisfactory academic progression (decided by the Director of Studies). Note that entry requirements for the PGC are the same as for the MBA.

**Distance learning**
The programme is designed to be fully on-line with all materials in downloadable format. You will receive dedicated DL tutor support, online tutor discussions and online live tutorials. The taught element of the Bradford based distance learning programme can be completed between 24 - 72 months. There are two intakes each year to this programme.

**Programme Aims**
The aim of the DL MBA programme is to develop management professionals equipped with the knowledge, skills and expertise to provide the strategic leadership necessary to effect the innovation, enterprise and transformational change for a circular economy and specifically:

A1 Prepare your business and organisation for the transition to a circular economy;
A2 Deepen your understanding of key concepts, principles and business applications of a circular economy framework;
A3 Identify, test and evaluate ideas, innovation and enterprising solutions around the circular economy within mainstream business and management setting;
A4 Extend and develop your networks to develop in-depth discussion and updating on complex issues associated with the implementation of the circular economy.

**Programme Learning Outcomes**
To be eligible for the award of Postgraduate Certificate at FHEQ level 7, you will be able to:

- LO1 Communicate complex ideas relating to the application and evaluation of circular economy, within a range of potential audiences clearly and effectively.
- LO2 Identify and assess key concepts, principles and applications around circular economy and related concepts such as closed loop practice;
- LO3 Develop innovation in practice, identify opportunities and create effective strategies for dealing with the complex issues in applying circular economy at different scales;
- LO4 Apply critical understanding and evaluation of the specific issues, methods and literature and research on circular economy to a relevant work related case study.
- LO5 Apply systematic creative problem solving within business, organisational practice and the field of circular economy, to settings of relevance to you;
- LO6 Undertake a systematic review of relevant published material on the circular economy in relation to your own field of experience and professional activity;
- LO7 Articulate the role and relationship between circular economy thinking and action, sustainable development and education for sustainable development.
- LO8 Produce a portfolio of evidence demonstrating application of key principles and critical thinking in relation to circular economy and related concepts;
- LO9 Reflect on, and plan, future learning around circular economy enterprise and innovation in relation to your current and future professional role;
Additionally, to be eligible for the award of Postgraduate Diploma at FHEQ level 7, you will be able to:

LO10 Present a systemic and critical understanding of management knowledge and awareness of contemporary business issues, and current research and practice in business administration;

LO11 Demonstrate a broad but rigorous understanding of the concepts, constructs and frameworks applicable to business administration and of the tools and techniques used to support decision making;

LO12 Present specialist knowledge of international business activities and the practical implications cultural differences can bring to business conducted across national boundaries;

LO13 Critically appraise current research and advanced scholarship in management to support the formulation of solutions to contemporary business problems;

LO14 Critically evaluate and develop investigative designs that will facilitate the collection of data to support the construction and presentation of business cases;

LO15 Demonstrate a personal and critical understanding of circular economy to be able to make business decisions, taking into account the complexity of the circular economy agenda in its broadest sense;

Additionally, to be eligible for the award of Degree of Master at FHEQ level 7, you will be able to:

LO16 Display adaptability and originality in tackling and solving problems, and the ability to work cooperatively with others and provide ethical leadership in bringing about strategic transformational change;

LO17 Provide personal initiative and responsibility in effecting solutions to complex strategic business problems surrounded by uncertain business intelligence and incomplete data;

LO18 Demonstrate on-going professional and career development needs and to take action to maintain the knowledge and skills required to practice;

Curriculum

The MBA programme

The DL programme operates via a carousel (see below), enabling you to take modules in an order and sequence that matches your needs and interests. In all but exceptional cases there is a requirement to take the core 20 credit module 'Circular Economy: Core Principles and Concepts' first as this sets the overarching framework. This module is offered twice a year. Foundation modules encourage you to reflect on how the performance of core management activities such as operations, marketing and strategy impact on the environment, society and the economy, e.g. through purchasing decisions, marketing strategies and recruitment policies.

After successful completion of the taught component (140 credits) you complete a management project. The management project requires you to apply your knowledge and expertise to real and challenging organisational issues. These may be suggested by you, i.e. could be based on previous experience or anticipated future business engagement, or be a project proposed by a local enterprise/organisation. The management project will be supervised by an academic tutor. The theme and topic for your project will be agreed and finalised through discussion with your supervisor who will support you through the process against agreed milestones.

Where you have an opportunity to undertake a project in a work based setting then we will need to ensure that the work based mentor and supervisor have sufficient guidance on what is required or expected of you and the role. In these instances, a written guide will be provided to you, your supervisors and your work place mentors, which will set out the School’s requirements for the project and how the student experience should be managed.
The project assessment is set out in the module descriptor.

**Stage One:**

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Title</th>
<th>Type</th>
<th>Credit</th>
<th>Level</th>
<th>Study Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFE7008-A</td>
<td>Business Economics</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Sep – Dec</td>
</tr>
<tr>
<td>AFE7003-A</td>
<td>Business Accounting</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Sep- Dec</td>
</tr>
<tr>
<td>MAR7001-A</td>
<td>Marketing Management</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Jan – Apr</td>
</tr>
<tr>
<td>OIM7002-A</td>
<td>Operations Management</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Jan – Apr</td>
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<tr>
<td>HRM7009-A</td>
<td>Managing People</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Apr – July</td>
</tr>
<tr>
<td>SIB7003-A</td>
<td>Strategic Management</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Sep-Jan &amp; July-Sep</td>
</tr>
<tr>
<td>OIM7018-B</td>
<td>Circular Economy Core Principles and Concepts (CECPP)</td>
<td>C</td>
<td>20</td>
<td>7</td>
<td>Jan-Apr &amp; July-Oct</td>
</tr>
<tr>
<td>OIM7019-A</td>
<td>Materials, Resources, Energy and Competitiveness(MREC)</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>July - Oct</td>
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<tr>
<td>OIM7020-A</td>
<td>Business Models for a Circular Economy (BMCE)</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Apr-July</td>
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<tr>
<td>OIM7021-A</td>
<td>Diversity, Scale and Development (DSD)</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>Apr-July</td>
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<tr>
<td>EAE7005-A</td>
<td>Enterprise and Innovation (EI)</td>
<td>C</td>
<td>10</td>
<td>7</td>
<td>July-Oct</td>
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**Stage Two:**

Students on the MBA programme are required to complete two option modules.

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<tr>
<th>Module Code</th>
<th>Module Title</th>
<th>Type</th>
<th>Credit</th>
<th>Level</th>
<th>Study Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM7014-A</td>
<td>Managerial and Professional Development</td>
<td>O</td>
<td>10</td>
<td>7</td>
<td>Apr – July</td>
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<tr>
<td>OIM7009-A</td>
<td>Business Research</td>
<td>O</td>
<td>10</td>
<td>7</td>
<td>July – Oct</td>
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<tr>
<td>SIB7012-A</td>
<td>Business Ethics and Sustainability</td>
<td>O</td>
<td>10</td>
<td>7</td>
<td>July – Oct</td>
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<tr>
<td>OIM7005-A</td>
<td>E business</td>
<td>O</td>
<td>10</td>
<td>7</td>
<td>July – Oct</td>
</tr>
<tr>
<td>EAE7004-A</td>
<td>Entrepreneurship</td>
<td>O</td>
<td>10</td>
<td>7</td>
<td>Apr – July</td>
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<tr>
<td>AFE7027-A</td>
<td>International Financial</td>
<td>O</td>
<td>10</td>
<td>7</td>
<td>Apr –</td>
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## The curriculum may change, subject to the University's programme approval, monitoring and review procedures.

Students can also take up to three modules at Bradford or in Dubai by attendance.

### Stage Two:

<table>
<thead>
<tr>
<th>Module Code</th>
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<th>Type</th>
<th>Credit</th>
<th>Level</th>
<th>Study Period</th>
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<tr>
<td>MAL7002-D</td>
<td>MBA Management Project</td>
<td>C</td>
<td>40</td>
<td>7</td>
<td>Oct-Jan</td>
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</tbody>
</table>

On completion of 180 credits, you will be eligible for the award of Master in Business Administration (MBA). Alternatively you can register for a Postgraduate Certificate award in Innovation, Enterprise and Circular Economy taking the core Circular Economy modules shown above. Admission requirements and support are the same as for the MBA. There is normally only one entry point for the PGC (January).

In addition to the assessed components of the programme, there are a number of skills-based non-assessed programmes available to students. These are delivered by attendance at Bradford or via live online workshops. These programmes are supported by online materials.

### Teaching and Assessment Strategies

The programme aims to integrate applied and theoretical knowledge with assessment processes that test knowledge, application and analysis of the disciplines.

Each module represents approximately 100 hours’ study time including time spent working on assessments and directed study (see module descriptors). A balance between individual and collaborative learning, both of which requires you to be highly motivated and willing to develop understanding through self-directed and peer to peer study. To facilitate this and ensure that maximum benefit is derived from this mode of study a number of teaching methods will be used to support your studies:

- The provision of a detailed interactive study book made up of 8 learning units and 1 revision/overview unit introducing key areas and guiding you through additional materials (e.g. relevant materials, information on the VLE)
• The provision of relevant set materials and additional practitioner based and academic literature
• Complete online lecture audio, selected lecture videos and presentation slides (selected modules)
• Module leader ‘talking heads’ introducing and concluding each module
• Test Yourself questions for each module learning unit
• Dedicated DL tutor support
• Online tutor discussion forums
• On line live tutorials with a dedicated module tutor using case studies to further develop understanding of key issues

Assessment
The DL MBA programme is assessed by a mixture of written examinations, assignments, case studies and group projects. The DL PGC in Innovation, Enterprise and the Circular Economy is assessed mainly by assignments. In both cases assessment is integrated with learning and teaching to support and demonstrate achievement of the learning outcomes for individual modules and the programme as a whole. Emphasis is placed on the feedback function of formative assessment as part of the learning, teaching and assessment strategy as a whole.

Programme Learning Outcomes 1 - 6 are focused on the acquisition of knowledge, understanding and communication. They are assessed by a mixture of assessment methods.

Programme Learning Outcomes 7 - 12 are focused on subject and disciplinary skills including research, critical reflection and communication. They are assessed by a mixture of assessment methods

Programme Learning Outcomes 12 - 17 are focused on key transferable skills such as problem solving, adaptability, professional reflection and action planning that are critical to specialist or strategic roles involving change. These are assessed by a mixture of assessment methods.

The Management Project is considered to be a capstone module, integrating the learning from the Programme, assessing all learning outcomes (MBA only). You will be allocated a staff member to supervise the dissertation and agree dates and times for meetings and reviews.

Assessment Regulations

School of Management programmes conform to the standard University Regulations Governing Postgraduate Taught Programmes which can be found under the Ordinances and Regulations tab at the following link:
http://www.bradford.ac.uk/aqpo/ordinances-and-regulations/

Admission Requirements

The University welcomes applications from all potential students regardless of their previous academic experience; offers are made following detailed consideration of each individual application. Most important in the decision to offer a place is our assessment of a candidate’s potential to benefit from their studies and of their ability to succeed on this particular programme. Entrance requirements for each programme will vary but consideration of your application will be based on a combination of your formal academic qualifications and other relevant experience.

If you have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University has procedures to evaluate this learning in order to provide you with exemptions from specified modules contained within the curriculum. Please talk to us if you do not fit the standard pattern of entry qualifications.

We are continually reviewing and developing our practices and policies to make the University more inclusive, but if you are disabled we may need to make some adjustments to make sure
that you are not disadvantaged. We would advise you to contact the programme leader before you apply to discuss these.

An acceptable profile of an applicant with formal academic qualifications would be:
At least 3 years postgraduate work experience including experience in a supervisory, managerial or business capacity; evidence of numeracy and literacy competences, e.g. a satisfactory GMAT\(^2\), which is valid for the year of entry; a good first degree or equivalent overseas qualification from a recognised institution, and; an approved test in English, if English is not the applicant’s first language.

An acceptable profile of an applicant with recognised professional qualifications would be:
At least 5 years work experience in a professional capacity, post qualification; evidence of numeracy and literacy competences, e.g. a satisfactory GMAT, which is valid for the year of entry, and; an approved test in English, if English is not the applicant’s first language.

An acceptable profile of an applicant without formal academic or professional qualifications would be:
Significant managerial or business leadership experience (normally 8 years); evidence of numeracy and literacy competences, e.g. a satisfactory GMAT, which is valid for the year of entry; an academic recommendation based on a one-to-one Interview, and; an approved test in English, if English is not the applicant’s first language.

As the programme is delivered entirely in English, applicants must be able to demonstrate proficiency in the English language thus, UK educated students must have a GCSE grade C or above. Non-native speakers must have a 6.5 score on IELTS test of English, 94 in the internet-based TOEFL or a score of 60 or more in the Pearson English Test – exceptionally, holders of a degree from a native English speaking country (as defined on the University central admissions database) awarded within 5 years prior to entry to the Bradford programme may be exempt from these English test requirements, subject to the provision of an employer’s letter indicating the communication medium used in the workplace is English. Alternatively, English capabilities may also be assessed through the provision of a portfolio of evidence as outlined in the Bradford English Matrices.

Applicants may be invited to take an online numeracy and literacy test and to discuss their application with a member of the Bradford admissions team. Test results, references, and the overall quality of an applicant’s profile will determine whether an offer of a place is made.

The University of Bradford has always welcomed applications from people with disabilities, and these will be considered on the same academic grounds as are applied to all applicants.

Accredited Prior Learning (APL) is permitted on DL MBA programmes. Consideration will be given to requests for APL for specific modules nominated by the applicant within stage 1 of the programme only and to a maximum of 30 credits. Any study for which APL is granted must have been undertaken no more than five years prior to enrolment. [Academic problems with other material based on the modules for which APL is granted are the responsibility/risk of the student]

All students are expected to have access to appropriate personal computing facilities. Adequate Internet connectivity is essential.

\(^2\) The nominal score varies between countries. Consequentially, all applications are individually assessed against national norms.