



Programme Specification

Programme title: Master in Business Administration

Academic Year:	2019-20
Degree Awarding Body:	University of Bradford
Partner(s), delivery organisation or support provider (if appropriate):	Dubai (teaching institution)
Final and interim award(s):	[Framework for Higher Education Qualifications (FHEQ) level 7] Master in Business Administration (MBA) Postgraduate Diploma in Business Administration (PGDip) Postgraduate Certificate in Business Administration (PGCert)
Programme accredited by (if appropriate):	AMBA; AACSB; EQUIS;
Programme duration:	Executive: 36 months Distance learning: 36 months
QAA Subject benchmark statement(s):	Business and Management (2015)
Date last confirmed and/or minor modification approved by Faculty Board	June 2018; April 2019

Please note: This programme specification has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but changes may occur given the interval between publishing and commencement of teaching. Any change which impacts the terms and conditions of an applicant's offer will be communicated to them. Upon commencement of the programme, students will receive further detail about their course and any minor changes will be discussed and/or communicated at this point.

Introduction

The Masters in Business Administration (MBA) provides students with the skills of responsible value generation. The aim, therefore, is to create strategic leaders capable of sustainable and transformative change in a global business environment.

The Executive and Distance-Learning MBAs are aimed at mid-career managers who wish to enhance their managerial skillset and provide the flexibility to fit studies around busy schedules.

The material used for the MBA is unique to Bradford and has been tried and developed over a number of years. The options allow the MBA to be tailored to the

students' career trajectory. Options can be used to create a concentration in areas such as finance, marketing and the circular economy. Or, to gain a breadth of knowledge across a diverse range of modules, a variety of modules can be taken across different areas.

The range of subject areas studied will enable the student to assess and find creative solutions to complex issues. Through developing critical skills the MBA student will be able to appreciate and accommodate differing perspectives, challenge preconceptions, traditional functional boundaries and standard practices.

The programme will help develop key personal skills including; the ability to communicate solutions to complex scenarios and challenges in a logical and coherent manner and; the development of strategic, ethical leadership skills allowing implementation of solutions and transformational change effectively and efficiently.

Throughout the MBA, students will be expected to combine the academic insights attained through previous managerial experience thereby grounding newly acquired knowledge within previous professional experience. Students will be able to reflect on and learn from prior experience and be in a strong position to integrate the new knowledge attained with past experience and apply it to new situations.

On satisfactory completion of this programme students will be eligible for the award of a Masters in Business Administration.

Distance Learning MBA: The Distance Learning programme is delivered to a world-wide audience. The programme makes significant use of professionally developed materials which student's access via the Virtual Learning Environment (VLE). The universal accessibility of the resources means students are able to learn at a time, place and pace to suit their individual needs. These online resources are accompanied by collaborative and participative methodologies. For each module studied there is the opportunity to attend live online tutorials and engage in further online debate and discussion with fellow students and tutors using carefully selected technologies.

Executive MBA: The Executive MBA is delivered in Bradford and Dubai, facilitated by experienced academics that will help connect students practice with theory. This means that for each module studied students will use the School's comprehensive online materials as well as the online collaborative and participative technologies. This will provide students with a highly flexible learning model that can accommodate busy work schedules. Students will prepare themselves through the online material and the on-site sessions will then provide deeper learning by contextualising practice with theory.

Programme Aims

The programme is intended to:

- Develop management professionals with a sound understanding of key management theories and practice.
- Advance critical abilities enabling students to analyse complex situations and problems, organising, synthesising and analysing the relevant factors leading to the adoption of suitable decisions making techniques and solutions to the problems/situations encountered
- Create leaders with a critical awareness and understanding of the issues affecting organisations operating in a dynamic environment equipped with

the knowledge, skills and acumen to contribute to management practice that meets the highest standards of ethics, sustainability and responsibility

- Develop the life-long learning skills necessary to support continuous professional development necessary to practice as managers and contribute to business, the wider community and society
- Develop a comprehensive understanding of how to organise, conduct and disseminate organisational investigations in the area of business and management

Programme Learning Outcomes

To be eligible for the award of Postgraduate Certificate at FHEQ level 7, students will be able to:

- LO1** Demonstrate a systemic and critical understanding of management knowledge and awareness of contemporary business issues, and current research and practice in business administration
- LO2** 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
- LO3** Critically appraise current research and advanced scholarship in management to support the formulation of solutions to contemporary business problems
- LO4** Exercise personal initiative and responsibility in effecting solutions to complex strategic business problems surrounding by uncertain business intelligence and incomplete data
- LO5** Evidence 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

Additionally, to be eligible for the award of Postgraduate Diploma at FHEQ level 7, students will be able to:

- LO6** Demonstrate a personal and critical understanding of sustainability and to be able to make business decisions, taking into account the complexity of the sustainability agenda in its broadest sense
- LO7** Assess on-going professional and career development needs and to take action to maintain the knowledge and skills required to practice

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

- LO8** Demonstrate specialist knowledge of international business activities and the practical implications cultural differences can bring to business conducted across national boundaries.
- LO9** Critically evaluate and develop investigative designs that will facilitate the collection of data to support the construction and presentation of business cases

Curriculum

FHEQ Level	Module Title	Type	Credit	Study Type	Module Code
7	Competitiveness through Technology and Innovation	C	20	DL	OIM7030-B
				EX	OIM7031-B
7	Leadership for Transformational Change	C	20	DL	HRM7028-B
				EX	HRM7029-B
7	Digital Marketing, Branding and Strategy	C	20	DL	MAR7018-B
				EX	MAR7019-B
7	Accounting and Economics for Decision Making	C	20	DL	AFE7036-B
				EX	AFE7037-B
7	Corporate Finance and Crowdfunding	O	10	DL	AFE7039-A
				EX	AFE7038-A
7	Entrepreneurship and Creativity	O	10	DL	EAE7004-A
				EX	EAE7010-A
7	International Financial Management	O	10	DL	AFE7027-A
				EX	AFE7034-A
7	Mergers and Acquisitions	O	10	EX	AFE7010-A
7	Financial Risk Management in European Banking	O	10	Toulouse	AFE7001-A
7	International Business in Emerging Economies	O	10	DL	SIB7013-A
7	International Business Strategy	O	10	DL	SIB7002-A
				EX	SIB7016-A
7	Management of Change	O	10	DL	HRM7012-A
				EX	HRM7021-A
7	Corporate Marketing	O	10	DL	MAR7013-A
				EX	MAR7003-A
7	European Business Management	O	10	EX	SIB7007-A
7	Global Supply Chain Management	O	10	Ex	OIM7007-A
7	Management Consulting	O	10	Ex	OIM7012-A
7	Digital Health and Informatics	O	20	DL	LEM7030-B
7	Materials, Resources, Energy and Competitiveness	O	10	DL	OIM7019-A
7	Business Models for a Circular Economy	O	10	DL	OIM7020-A
7	Diversity, Scale and Development	O	10	DL	OIM7021-A
7	Enterprise and Innovation	O	10	DL	EAE7005-A

Postgraduate Certificate

Students will be eligible to exit with the award of Postgraduate Certificate if they have successfully completed 60 credits and achieved the award learning outcomes.

Postgraduate Diploma

Students will be eligible to exit with the award of Postgraduate Diploma if they have successfully completed at least 120 credits and achieved the award learning outcomes.

Degree of Master

FHEQ Level	Module Title	Type	Credit	Module Code
7	Management Project Readiness Assurance Test	C	0	MAL7039-R
7	MBA Management Project	C	60	MAL7037-E

Students will be eligible for the award of Degree of Master if they have successfully completed at least 180 credits and achieved the award learning outcomes.

Study Type - DL = Distance Learning; EX = Executive
Type - C = Core; O = Option

Learning and Teaching Strategy

The learning and teaching strategy has been customised to suit each programme. One of the major factors influencing this approach is an appreciation that the MBA student body is not homogenous. The level, type of and depth of work experience will vary as will the approach to learning, the learning styles and motivation for studying an MBA.

The programme is structured into core and optional modules and the Management Project. All participants complete four x 20 credits core modules and a choice of option modules totalling 40 credits. The MBA is completed with a 60 credit Management Project, totally 180 credits that are required for a Master's degree.

Distance Learning MBA: Distance Learning students will gain a sound insight into each subject studied through the module study books. A deeper understanding of each subject will be gained by consulting further resources e.g. textbook and journal readings, professionally produced audio and film resources and formative MCQs. All of these resources are accessed via the VLE.

A key element of the MBA involves the development of interpersonal skills and the provision of opportunities to work and learn collaboratively with fellow students and/or academics. On the Distance Learning programme these opportunities are available through the allocation of an individual module tutor to help guide the students learning; a variety of live online tutorials; various discussion forums and the provision of written feedback on a series of formative tasks. The nature of the collaborative activities will vary, though typically students may be required to engage as a group, develop and discuss a case(s)/scenario and provide solutions based on sound analysis and logical argument using information from varying sources. Constructive feedback will be provided by peers and the module leader/tutor.

Interaction and engagement is also made possible through the opportunity to attend block modules in Bradford and Dubai (typically delivered over 3-5 days).

The detailed materials provided for each module coupled with the collaborative opportunities and the students own managerial experiences will provide a holistic insight into how the varying elements that make up the MBA programme are connected with one another.

Executive MBA: The programme is based on a blended learning model. This means it is facilitated by an experienced academic, based on pre-reading which is available to on-line.

In order to gain an understanding of the key theories and constructs associated with each subject area students will be required to engage in self-directed learning. In practical terms this will mean consulting the materials in the module study books and the accompanying online resources before the module is delivered.

Students attend face-to-face classroom based sessions with a subject specialist. In these sessions there are opportunities to re-visit/reinforce the understanding of key theories and ideas. The sessions will primarily focus on analysing and evaluating organisational and situational cases against taught theory and provide the opportunity to apply the learning to work environments and those of colleagues. During the sessions students will be required to undertake personal research, work in groups, manage and coordinate team activities, develop and communicate solutions based on sound analysis and logical argument using a range of media. Constructive feedback will be provided by peers and the module leader/tutor. In order to ensure students gain a good understanding of the relevant theories and frameworks they will later attend a series of online tutorials where they will have the opportunity to discuss the subject specific theories and concepts with the module leader and fellow students.

The detailed materials provided for each module coupled with the collaborative opportunities and the students own managerial experiences will provide a holistic insight into how the varying elements that make up the MBA programme are connected with one another.

Assessment Strategy

Students can expect to be evaluated through a range of assessment methods including - online MCQs, individual and group assignments, reflective personal reports, multimedia presentations, online collaboration and discussion and viva voce, etc. The assessment strategies adopted will ensure the programme learning outcomes are met. For example examinations and online MCQs will allow the student to demonstrate an understanding of the concepts, constructs and frameworks whilst individual assignments will require them to use their own initiative, solve problems and present solutions to contemporary business issues.

All written assignments are submitted for evaluation through Turnitin which is a facility within the institutional VLE. Turnitin provides a means of checking that work meets the standards of scholarship expected of students of the University of Bradford and is the mechanism by which marks and feedback will be provided.

All assessment tariffs, evaluation criteria, pass marks and marking scales comply with the University of Bradford's guidance and policies governing assessment.

Distance Learning MBA: Each module is assessed individually. The assessment strategy adopted will differ between modules depending on the nature the module's learning outcomes. The assessment will typically require students to demonstrate an understanding of key managerial theories and concepts. Further, they will be required to demonstrate an ability to apply critically and creatively the various theories and frameworks to organisations and/or case based scenarios.

Typical Distance Learning student characteristics e.g. working full time, living in varying time zones, makes summative assessment involving meaningful levels of collaboration problematic. This is overcome through the close management of any collaboration which forms part of the summative assessment and the use of asynchronous collaborative tools/technologies.

Executive MBA: Each module is assessed individually. The assessment strategy adopted will differ between modules depending on the nature the module's learning outcomes. The assessment will typically require students to demonstrate an understanding of key managerial theories and concepts. Further, they will be required to demonstrate an ability to apply critically and creatively the various theories and frameworks to organisations and/or case based scenarios.

Assessment Regulations

This Programme conforms to the standard University Assessment Regulations which are available at the link below

<http://www.bradford.ac.uk/aqpo/ordinances-and-regulations/>

However, there are exception(s) to these regulations as listed below:

On completion of the taught element of the programme and at the Interim Exam Board, a student who has 50 credits or more requiring supplementary assessment will not be permitted to proceed to the dissertation stage of the programme. The decision to allow progression will only be reconsidered at the Supplementary Exam Board.

Admission Requirements

The University welcomes applications from all potential students and 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. Consideration of applications will be based on a combination of formal academic qualifications and other relevant experience.

Applications are welcome from students with non-standard qualifications or mature students (those over 21 years of age on entry) with significant relevant experience.

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 GMAT¹, 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.

¹ The nominal score varies between countries. Consequentially, all applications are individually assessed against national norms.

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 4 (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.

Recognition of Prior Learning

If applicants have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University has procedures to evaluate and recognise this learning in order to provide applicants with exemptions from specified modules or parts of the programme.

Minor Modification Schedule

Version Number	Brief description of Modification	Date of Approval (Faculty Board)
1		