

## Programme Specification

### Programme title: Senior Leader Master's Degree

Academic Year:	2019-20
Degree Awarding Body:	University of Bradford
Partner(s), delivery organisation or support provider (if appropriate):	
Final and interim award(s):	[Framework for Higher Education Qualifications (FHEQ) level 7] <b>Master in Business Administration (MBA)</b> <b>Postgraduate Diploma in Business Administration (PGDip)</b> <b>Postgraduate Certificate in Business Administration (PGCert)</b>
Programme accredited by (if appropriate):	AMBA; AACSB; EQUIS;
Programme duration:	30 months
QAA Subject benchmark statement(s):	Business and Management
Date last confirmed and/or minor modification approved by Faculty Board	September 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 Senior Leader Master's Degree provides Senior Leaders 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 Senior Leader Master's Degree is aimed at mid-career managers who wish to enhance their managerial skillset and provide Senior Leaders with the flexibility to fit their studies around their busy schedule.

The Senior Leader Master's Degree (SLMD) is a qualification 'wrapped round' a Master of Business Administration (MBA). The SLMD is distinguished by having the addition of an End-Point-Assessment (EPA). This is comprised of a work-based portfolio and a presentation to an independent assessor.

The material we use for the SLMD is unique to Bradford and has been tried and developed over a number of years. The options allow Senior Leaders to customise their SLMD with their career trajectory in mind. Senior Leaders can use the options to create a concentration of options in areas such as finance, marketing and the circular economy. Or, they can take a diversity of options to give them a breadth of knowledge across different areas.

The range of subject areas studied will enable Senior Leaders to assess and find creative solutions to complex issues. Through developing their critical skills the SLMD will enable them to appreciate and accommodate differing perspectives, challenge preconceptions, traditional functional boundaries and standard practices.

The programme will help Senior Leaders 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 Senior Leaders to implement solutions and transformational change effectively and efficiently.

Throughout the SLMD Senior Leaders will be expected to combine the academic insights attained with their previous managerial experience thereby grounding their newly acquired knowledge within previous professional experience. As such Senior Leaders will be able to reflect on and learn from their 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, the Senior Leader will be eligible for the award of a Masters in Business Administration. This programme meets the criteria for a Type 3 Master's Degree in Business and Management (QAA Subject Benchmark Statement, 2015). On successful completion of the End-Point-Assessment the designation of C(Mgr) or Chartered Manager will be given and the Senior Leader may apply to become FCMI (Fellow of the Chartered Management Institute).

### **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

<b>FHEQ Level</b>	<b>Module Title</b>	<b>Core/ Option/ Elective</b>	<b>Credits</b>	<b>Study Type</b> Distance Learning - DL Executive - EX	<b>Module Code</b>
7	Competitiveness through Technology and Innovation	Core	20	EX	OIM7031-B

FHEQ Level	Module Title	Core/ Option/ Elective	Credits	Study Type Distance Learning - DL Executive - EX	Module Code
7	Leadership for Transformational Change	Core	20	EX	HRM7029-B
7	Digital Marketing, Branding and Strategy	Core	20	EX	MAR7019-B
7	Accounting and Economics for Decision Making	Core	20	EX	AFE7037-B
7	Corporate Finance and Crowdfunding	Option	10	EX	AFE7038-A
7	Entrepreneurship and Creativity	Option	10	EX	EAE7010-A
7	International Financial Management	Option	10	EX	AFE7034-A
7	Mergers and Acquisitions	Option	10	EX	AFE7010-A
7	Financial Risk Management in European Banking	Option	10	Toulouse	AFE7001-A
7	International Business in Emerging Economies	Option	10	DL	SIB7013-A
7	International Business Strategy	Option	10	EX	SIB7016-A
7	Management of Change	Option	10	EX	HRM7021-A
7	Corporate Marketing	Option	10	EX	MAR7003-A
7	European Business Management	Option	10	EX	SIB7007-A
7	Global Supply Chain Management	Option	10	EX	OIM7007-A
7	Management Consulting	Option	10	EX	OIM7012-A
7	Digital Health and Informatics	Option	20	DL	LEM7030-B
7	Materials, Resources, Energy and Competitiveness	Option	10	DL	OIM7019-A
7	Business Models for a Circular Economy	Option	10	DL	OIM7020-A
7	Diversity, Scale and Development	Option	10	DL	OIM7021-A
7	Enterprise and Innovation	Option	10	DL	EAE7005-A
7	University Elective	Elective	10		

### 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		Credits	Module Code
7	Management Project Readiness Assurance Test	Core	0	MAL7039-R
7	MBA Management Project	Core	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.

## Learning and Teaching Strategy

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 the Senior Leader on-line. In order to gain an understanding of the key theories and constructs associated with each subject area they 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.

The Senior Leader will then attend face-to-face classroom based sessions with a subject specialist. In the sessions they will have the chance to re-visit/reinforce their understanding of key theories and ideas. The sessions will however, primarily focus on analysing and evaluating organisational and situational cases against taught theory, giving them the ability of applying their learning to their own work environment and those of their colleagues. During the sessions they 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 the Senior Leader has 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 their module leader and fellow students.

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

## Assessment Strategy

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 the Senior Leader to demonstrate an understanding of key managerial theories and concepts. Further, Senior Leaders will be required to demonstrate an ability to apply critically and creatively the various theories and frameworks to organisations and/or case based scenarios.

All written assignments are submitted for evaluation through Turnitin which is a facility within the institutional VLE. Turnitin provides a means of checking that their 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.

### **Assessment Regulations**

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

<http://www.bradford.ac.uk/agpo/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 GMAT<sup>1</sup>, 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.

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

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**

<b>Version Number</b>	<b>Brief description of Modification</b>	<b>Date of Approval (Faculty Board)</b>
1		