

Master in Business Administration in Innovation, Enterprise and Circular Economy Programme Specification

Academic Year:	2020-21
Degree Awarding Body:	University of Bradford
Final and interim award(s):	[Framework for Higher Education Qualifications (FHEQ) level 7] Master in Business Administration (MBA) in Innovation, Enterprise and Circular Economy Postgraduate Diploma (PGDip) in Innovation, Enterprise and Circular Economy Postgraduate Certificate (PGCert) in Business Administration
Programme accredited by (if appropriate):	AMBA; AACSB; EQUIS
Programme duration:	36 months
QAA Subject benchmark statement(s):	Business and Management
Date last confirmed and/or minor modification approved by Faculty Board	January 2018; April 2019; September 2020

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

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 their business, region, supply chains, customers and operations, while developing potential strategic and operational responses to global business transitions.

According to the Ellen MacArthur Foundation their 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 student 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. The second stage, taken after successful completion of the 120 credits of taught elements, is the completion of a management project comprising 60 credits.

A student taking the separate PGC award in Innovation, Enterprise and Circular Economy 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

The programme is designed to be fully on-line with all materials in downloadable format. Students will receive dedicated DL tutor support, online tutor discussions and online live tutorials.

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
- Prepare students for the transition into business and an organisation in circular economy by developing life-long learning skills necessary to support continuous professional development
- Deepen their understanding of key concepts, principles and business applications of a circular economy framework;
- Identify, test and evaluate ideas, innovation and enterprising solutions around the circular economy within mainstream business and management setting;
- 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 Degree of Master at FHEQ level 7, students will be able to:

- LO1 Demonstrate a systemic and critical understanding of contemporary management knowledge and scholarship, together with awareness of contemporary business issues, and current research and practice in business administration in both domestic and global contexts, with a specific focus on circular economy management practice.
- 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 Exercise personal initiative and responsibility in effecting solutions to complex strategic business problems surrounding by uncertain business intelligence and incomplete data, which take into account the complexity of the circular economy agenda in its broadest sense
- LO4 Evidence adaptability and originality in tackling and solving problems, and the ability to work cooperatively with others and provide an impact as an ethical leader in a range of contexts
- LO5 Develop innovation in practice, identify opportunities and create effective strategies for dealing with the complex issues in applying circular economy at different scales
- LO6 Critically evaluate and develop investigative designs that will facilitate the collection of data to support the construction and presentation of business cases, with particular focus given to those related to the circular economy
- LO7 Articulate the role and relationship between circular economy thinking and action, sustainable development and education for sustainable development.
- LO8 Reflect on, and plan, future learning and professional development needs around circular economy, enterprise and innovation in relation to their current and future professional role in order to ensure continued fitness for practice

Curriculum

FHEQ Level	Module Title	Core/ Option/ Elective	Credits	Study Type Distance Learning - DL Executive - EX	Module Code
7	Circular Economy Core Principles and Concepts	Core	20	DL	OIM7018-A
7	Materials, Resources, Energy and Competitiveness	Core	10	DL	OIM7019-A
7	Business Models for a Circular Economy	Core	10	DL	OIM7020-A
7	Diversity, Scale and Development	Core	10	DL	OIM7021-A
7	Enterprise and Innovation	Core	10	DL	EAE7005-A
7	Accounting and Economics for Decision Making	Core	20	DL	AFE7036-B

7	Digital Marketing, Branding and Strategy	Core	20	DL	MAR7018-B
7	Leadership for Transformational Change	Core	20	DL	HRM7028-B

Postgraduate Certificate

Students will be eligible to exit with the award of Postgraduate Certificate in Business Administration 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 in Innovation, Enterprise and Circular Economy if they have successfully completed at least 120 credits and achieved the award learning outcomes.

Degree of Master

FHEQ Level	Module Title	Core/ Option/ Elective	Credits	Module Code
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 structured as 4 x 20 credits followed by 4 x 10 credit modules. The MBA is completed with a 60 credit Management Project, in total 180 credits that are required for a Master's degree.

In order to gain a sound insight into each subject students will be required to work through the module study books. In order to deepen their understanding of each subject there will be a need to consult further resources e.g. electronic 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 their 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 the student 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.

The detailed materials provided for each module coupled with the collaborative opportunities and their own managerial experiences will provide the student with 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, and formal examination. 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.

Assessment Regulations

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

<https://www.bradford.ac.uk/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.

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	Added CECPP as a core module.	January 2019
2	Streamlined LOs	January 2020

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

3	Specification reformatted and made accessible	December 2020
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