

# Programme Specification for Postgraduate Programme

## Leading to:

### Master of Business Administration



Applicable for all postgraduate students starting on or after 1<sup>st</sup> September 2018

| Version No. | Date      | Notes – QA USE ONLY                         | QA  |
|-------------|-----------|---|-----|
| 1           | Sept 2018 | Programme Specification for 2018/19 created | SMu |

| Postgraduate Taught Programme                                      |   |
|--|---|
| 1. Awarding institution  | Brunel University London  |
| 2. Teaching institution(s)   | Brunel University London  |
| 3. Home college/department/division                                | College of Business, Arts and Social Sciences / Brunel Business School  |
| 4. Contributing college/department/division/associated institution | LBIC for Alternative Level 4 (see section 25)   |
| 5. Programme exemptions/ accredited by                             | Association of MBAs (AMBA)<br>Accredited by the Chartered Institute of Management Accountants (CIMA) for the purpose of exemption from some professional examinations through the Accredited degree accelerated route.  |
| 6. Final award(s) and FHEQ Level of Award                          | Master of Business Administration (FHEQ Level 7),<br>Master of Business Administration (Healthcare Management) (FHEQ Level 7),<br>Master of Business Administration (Aviation Management) (FHEQ Level 7)  |
| 7. Programme title   | Master of Business Administration ('The Brunel MBA')  |
| 8. Programme type (Single honours/joint)                           | N/A   |
| 9. Normal length of programme (in months) for each mode of study   | FT: 12 months (September intake)<br>FT: 14 months (January intake)<br><br>PT: 24 months (September intake)<br>PT: 26 months (January intake)<br><br>Where students commence their programme at Level 4 in LBIC, the normal length stated above will vary as follows:<br>Level 4 April commencement (with placement): + 6 months<br>Level 4 June and September commencements (without placement): + 4 months |
| 10. Maximum period of registration for each mode of study          | Normal Length of programme (as defined in 9 above) + 2 years  |
| 11. Variation(s) to September start                                | Two entry points, September and January, for Standard Level 5 entry.<br><br>See document "Validated Programme Element Specification for LBIC Pre-Masters in Business and Management (with and without work placement) for Alternative Level 4 entry points.   |
| 12. Modes of study   | Full-time; Part-time  |
| 13. Modes of delivery  | Standard  |
| 14. Intermediate awards and titles and FHEQ Level of Award         | Postgraduate Diploma in Business Administration ((FHEQ Level 7)<br>Postgraduate Diploma in Business Administration (Healthcare Management) (FHEQ Level 7)<br>Postgraduate Diploma in Business Administration (Aviation Management) (FHEQ Level 7)<br>Postgraduate Certificate in Business Administration (FHEQ Level 7)   |
| 15. UCAS Code  | N/A   |

|   |   |
|---|---|
| 16. JACS Code   | N200  |
| 17. Route Code  | N200PMBASE  |
| 18. Relevant subject benchmark statements and other external and internal reference points used to inform programme design  | <a href="#">QAA UK Quality Code for Higher Education</a> which includes the English Framework for Higher Education Qualifications within Part A on Setting and Maintaining Academic Standards.<br><a href="#">QAA most recent Subject Benchmark Statements</a> - Business and Management<br><a href="#">Brunel 2030</a><br>Brunel Placement Learning Policy, as published under the 'Placements' section of the ' <a href="#">Managing Higher Education Provision with Others</a> ' page. |
| 19. Admission Requirements  | Details of <a href="#">entry requirements</a> are provided on the University's and College website.<br>Levels of English for non-native speakers are outlined on Brunel International's <a href="#">language requirements</a> pages.  |
| 20. Other relevant information (e.g. study abroad, additional information on placements)  | Study tour to India / Turkey.<br>Misc visits to UK companies.<br>Misc. industry guest speakers  |
| 21. Programme regulations not specified in Senate Regulation 3. Any departure from regulations specified in Senate Regulation 3 must be stated here and approved by Senate. | N/A   |
| 22. Further information about the programme is available from the College website.  | <a href="http://www.brunel.ac.uk/courses/postgraduate/business-administration-mba">http://www.brunel.ac.uk/courses/postgraduate/business-administration-mba</a>   |

### 23. EDUCATIONAL AIMS OF THE PROGRAMME

The aim of the programme is to equip participants with sophisticated knowledge, understanding and capabilities relating to leadership, managerial, and administration processes and skills required in modern, complex, fast-changing organisations within and across a multitude of sectors.

The objective to achieve this aim is to provide a single MBA programme that enables the development of transferable cognitive, critical, creative, vocational and interpersonal skills relevant to a variety of organisational and environmental contexts. Through the experience of completing MBA study, students will be able to meet the challenges of progressing or entering into a variety of sectors, being equipped with a toolset of capabilities, skills and competencies to utilise general management thinking and approaches.

The proposed programme provides an opportunity for Brunel Business School to build upon its prior development of general management, healthcare and aviation management MBA programmes and consolidate its offering and expertise through a single programme pathway. The Brunel MBA seeks to provide flexibility through a single Full-Time and part-time programme which has multiple award outcomes (based upon the selection of optional specialisation modules and a specialisation in the dissertation element), which is supported through a combination of management and career development-based workshops.

The educational aim is built upon MBA design principles of taught modules, practice-oriented skills workshops, careers support and applied business project (dissertation) into account. The eight taught modules will consist of seven compulsory modules, and one specialisation modules. The taught module specialisation modules are provided in not only general management (covering topics such as information systems, and change management), but also noting the School's strategic interest and aim, in the areas of healthcare management and aviation management. Through taking two number of specialist modules for either of these areas, as well as focussing the dissertation element in the subject field, students are then be able to receive a specialist degree award, in these areas if they so choose. Based upon our previous healthcare management and aviation management provision within the School, and the dynamic and rapid changes occurring within both of these sectors internationally as well in the UK mean that there is a need for highly skilled managers and leaders (both at middle management and executive levels), as both sectors independently become increasingly competitive.

Hence this programme includes two healthcare specialisation modules which focus on critically assessing and evaluating how healthcare policies are formulated and implemented in the UK and internationally; and the context within which change is managed in the healthcare sector (with reference to ideologies of change in health-based organisations). In addition the programme provides two aviation specialisation modules which focus on developing the ability to critically assess and evaluate how airline/airport management policies are formulated and implemented; and the context within which change is managed in the aviation sector (with reference to applying ideologies of change to the sector, addressing topics as carrier deregulation, market consolidation, regional carrier market prominence, environmental, business continuity and general strategic planning challenges).

Integration across the programme is achieved via a combination of not only taught elements, but also skills and careers workshops, along with applied research techniques. Throughout the programme, the Leadership Masterclass Series skills workshops (LMS) support the generation and development of managerially-focussed skills and capabilities to allow each student to form the relevant competencies required for MBA level graduates (in terms of time management, presentation, negotiation, interpersonal, coaching and

associated skills as well as others). The dedicated Career Development Programme (CDP) runs concurrently alongside the LMS and taught elements also. The CDP seeks to prepare our MBA students for the world of work and their career from the first day of enrolment. The CDP involves a series of seminars, one-to-one sessions and guidance worksheets which go beyond elementary CV writing and focus on development of the individual's career and talent pathway. This programme concentrates on the identification not only of knowledge and skills, but also ties in with the experiential learning that a student has gained over time in order to focus on career choices and job roles. The CDP involves input from the MBA careers consultant - an experienced HR professional from industry - as well as input from the University's PCC and occasional visits from alumni.

The curriculum also provides knowledge, techniques and practical guidance on carrying out applied business research and enquiry in terms of the MBA business project. This is an independently designed and researched dissertation on a business and management topic which must investigate a focal business issue and / or challenge, applying critical thinking and reasoning skills to the subject at hand, and providing input from academic knowledge gained on the course via an authoritative and well-reasoned discourse.

In tandem, these components, together with the completion of an applied Business Project (the dissertation) constitute a portfolio of overall development of the individual.

We strongly feel and are committed to supporting and providing a management development opportunity in the sector-specific contexts given above, but also note the consistent demand for generalist management practice development. Thus our overall aim is to deliver a Masters in Business Administration programme with a unique, distinctive yet commercially viable set of elements in order to meet the MBA mission of producing graduates who are *"adaptable, knowledgeable and employable ... able to utilise their diverse skills and capabilities creatively in order to act responsibly as future managers and leaders with a global outlook"*.

## 24. PROGRAMME AND INTERMEDIATE LEARNING OUTCOMES

The programme provides opportunities for students to develop and demonstrate knowledge and understanding (K) cognitive (thinking) skills (C) and other skills and attributes (S) in the following areas:

| Level    | Category<br>(K = knowledge and understanding, C = cognitive (thinking) skills, S = other skills and attributes) | Learning Outcome   | MastersA<br>ward<br>Only | Associated<br>Assessment<br>Blocks<br>Code(s) | Associated<br>Study<br>Blocks<br>Code(s) | Associated<br>Modular<br>Blocks<br>Code(s)   |
|----------|---|--|--------------------------|---|--|--|
| <b>5</b> |   |  |                          |   |  |  |
| 5        | K   | Systematically understand the theories and concepts that address the nature of the organisation and its effective and efficient management in complex, hostile and uncertain future environments.  |                          |   |  | MB5522,<br>MB5525,<br>MB5526<br>MB5527,<br>MB5528,<br>MB5534,<br>MB5603,<br>MB5601     |
| *5       | K   | Critically consider the major functional areas of organisational activity (marketing; financial management; operations; information management; HRM, strategy), where appropriate extending these to developmental contexts such as the implementation of policies and the management of change in a diverse range of organisations. |                          |   |  | MB5522<br>MB5523<br>MB5524<br>MB5525<br>MB5527<br>MB5530<br>MB5531<br>MB5603<br>MB5534 |
| *5       | K   | Recognise the complex and dynamic individual, social, and organisational environment that organisations exist in and how these are inter-related to managerial decisions within and across the wider value and supply chains.  |                          |   |  | MB5522,<br>MB5524,<br>MB5526,<br>MB5527,<br>MB5528,<br>MB5602,<br>MB5534,<br>MB5601    |
| *5       | K   | Comprehensively evaluate the rational and systematic components of managing modern organisations in terms of fundamental business components of finance,   |                          |   |  | MB5522,<br>MB5523,<br>MB5524,<br>MB5525,<br>MB5527,<br>MB5528,                         |

|    |   |   |   |  |  |  |
|----|---|---|---|--|--|--|
|    |   | strategy, operations, marketing, organisational behaviour and international business.   |   |  |  | MB5530, MB5601   |
| *5 | K | Critically evaluate, reason and justify appropriate management-based methodologies and stances relevant to applied research within their MBA business project.  | X |  |  | MB5537   |
| *5 | C | Compile, present and/or analyse (potentially incomplete and ambiguous) data and other evidence into a coherent, synthesised body of information relevant to and sufficient for the particular enquiry being undertaken. |   |  |  | MB5522<br>MB5524<br>MB5526<br>MB5527<br>MB5530<br>MB5531<br>MB5602<br>MB5537 |
| *5 | C | Apply appropriate concepts and rational analysis to the interpretation of evidence, leading to critical, creative, comparative, well-reasoned and plausible conclusions.  |   |  |  | All modules  |
| *5 | C | Select and prioritise issues; distinguish the significant from the relatively unimportant.  |   |  |  | MB5522<br>MB5524<br>MB5526<br>MB5531<br>MB5602<br>MB5537                     |
| 5  | C | Devise and sustain a chain of argument (thesis) that leads to specific and convincing conclusions, noting management behaviours and organisational processes relevant to the area of study.                             |   |  |  | All modules  |
| 5  | C | Conceive an appropriate set of research questions and design, execute and report a significant Business Project (academically grounded).  | X |  |  | MB5537   |
| 5  | S | Apply research and enquiry skills using library-based and on-line data sets, journals and other external sources.   |   |  |  | MB5522<br>MB5524<br>MB5526<br>MB5527<br>MB5530<br>MB5531<br>MB5602<br>MB5537 |
| 5  | S | Communicate in a concise and pertinent manner demonstrating good command of English language and produce well-structured written reports.   |   |  |  | All modules  |
| 5  | S | Work as part of a team including the capacity to contribute to mutual learning.   |   |  |  | MB5522<br>MB5527<br>MB5601   |
| 5  | S | Reflect on, evaluate and plan their professional career based upon their knowledge and understanding learned from experiences on the programme.   | X |  |  | MB5537   |

**Learning/teaching strategies and methods** to enable learning outcomes to be achieved, including formative assessments

The relevant benchmarks for Masters Awards in Business and Management inform our teaching and learning strategies. We offer a structured, flexible curriculum that (i) stresses the importance of personal initiative, enthusiasm and positive study habits (ii) emphasises the value of developing knowledge and skills *progressively* from the core modules to specialisation modules and (iii) encourages personal learning and development through managed choice, via core modules in key areas combined with optional modules that allow students to personalise their studies.

Modules consist of weekly lectures and appropriately scheduled 1 and 2 day workshops (for the LMS and CDP delivery), both of which may consist of formal lecture content, small case study / syndicate team groups, in a workshop and / or classroom setting. Teaching resources are available which include access to a number of audio-visual teaching aids complemented by electronic delivery of teaching materials (access to lecture guides, notes/slides, cases and other resources). This is supported by the provision of written module-specific, week-by-week study guidance notes and tasks.

The workshop component of each module involves individual and teamwork exercises and presentations to build awareness and give opportunity to explore implications of theory and practice in a general management setting.

We expect students to demonstrate increasing ability to understand, analyse, critique, compare, evaluate, synthesise and apply ideas, concepts and theories (not to mere reiterate facts), and to show evidence of learning via critical, questioning, reflection and outcomes from real life experiences. We encourage critical interaction and debate between lecturers and students among students. Such approaches build critical awareness as students explore different theoretical practical applications of the subjects.

Visiting speakers, external company and site visits; video materials and other devices balance theory and practice in the quest for a stimulating learning environment.

The specification of assessment modes (including the final project) are designed to (i) encourage critical thinking and reflection, not merely the repetition of facts, and (ii) bridge the gap between classroom and workplace, enabling students to learn by applying module-derived concepts and ideas to practical situations they may be facing and vice versa.

We place increasing emphasis on the demonstration of cognitive skills in presentations and written work; these skills come together in the conception and execution of written essays and the business project.

Furthermore the dissertation component, the Business Project, involves a self-planned and self-directed activity under the supervision of an appropriate tutor. It continues the development of skills in across both general management and aviation-related focal areas, and is a problem-solving assignment which features as the capstone of the MBA degree. It provides the opportunity to carry out a significant project that combines the specialist and core knowledge and skills developed over the MBA programme.

It enables the student to demonstrate the contribution that the MBA programme has made to managerial knowledge, understanding and practice.

The professional portfolio (which is part of the dissertation element which includes the Business Project) provides an evidenced set of reflective evaluations based upon general management practice skills engaged in by the student during the course of their studies, combined with focussed career planning for the individual student as well. This portfolio addresses the summative experiential learning that is to be gained through the MBA programme and provides a non-academic, though management and leadership-focussed dimension to the course, which provides additional evidence of personal development.

The programme therefore covers *inter alia* methods, skills and techniques of acquiring, collecting, handling and managing data and information; along with individual and participative thinking and action-based learning. Some modules require teamwork which is then used as a basis to identify individual contributions and un-assessed group presentations where teamwork skills are refined.

The business project also requires a major enhancement in individuals' task-oriented, project management skills, typically involving primary or secondary research often via contacts outside the University.

The development of specific skills across compulsory and specialisation modules, as well as within LMS and CDP workshops also includes and requires students to engage in and demonstrate reading, writing and verbal skills; negotiation; presentation; teamwork, leadership and followership; as well as benefitting from advice, support and *ad hoc* feedback from tutors.

### **Summative assessment strategies and methods** to enable learning outcomes to be demonstrated.

Forms of assessment are geared to evaluate individual capabilities in relation to each module's aim and contents. Knowledge assessments comprise formal examinations, written casework assignments, such as individual essays, reports, non-assessed elements (case study analyses and team-based assignments), all with particular emphasis on practical experiences.

Assessments are designed to appraise individual capability fairly and consistently, using clear and extensive assessment guidelines (made available to students) to grade coursework and examinations. Lectures use explicit schema to facilitate consistent marking within and between modules and tutors and to provide feedback on individual performance.

Assessments are increasingly designed to test analytical and other cognitive capabilities in relation to the particular module aims and contents. Essays and examination place considerable stress on the ability of an individual to think and reason critically and constructively. Moreover, coursework assignments such as individual essays, reports, non-assessed elements (case study analyses and team-based assignments) are used to test these skills.

The business project is a capstone demonstration of the various skills requiring students to conceive, justify, design in detail and execute a major project. It also requires students to demonstrate skills designing a viable project in gathering and collating material assessing its relevance and validity for the chosen project, formulating and sustaining a coherent argument.

The reflective learning journals and career planning worksheets within the professional portfolio (i.e. part of the dissertation element), also demonstrates management practice and individual career-focussed development over the course of the programme, which is executed through reflection and evaluation of knowledge acquired and exercised during the course of study.

Although it is expected that students for this programme are already equipped with managerial and professional skills, we place high value on the students' ability to enrich such skills and being able to learn from the theory and relate to their own practice. This priority is reflected not only on how assignments are specified but also on how they are assessed.

Students are set with tasks in order to encourage and enrich management skills. Peer feedback plays a role in team activities and is encouraged; many modules have non-assessed team-based tasks to support this.

## **25. Programme Structure, progression and award requirements**

Programme structures and features: levels, assessment blocks, credit and progression and award requirements

The following tables shows the overall programme structure for both the September and January intakes (subject to School scheduling constraints). The 2016/17 session is used to illustrate the timings.

| Term                           | September intake   | January intake  |
|--------------------------------|--|---|
| Autumn<br>(October – December) | <b>Orientation</b>   |   |
|                                | <ul style="list-style-type: none"> <li>• <b>Four taught modules</b> (MB5524, MB5525, MB5527, MB5528)</li> <li>• MB5537 (Research ideas workshop A+B)</li> <li>• 5 LMS and 2x CDP workshops</li> </ul>  |   |
|                                | <i>Coursework submission &amp; Exam Period</i>   |   |
| Spring<br>(January – March)    | <i>Business Project supervisor allocated</i><br><br><i>2 CDP Workshops</i>   | <b>Orientation</b><br><br>4 CDP workshops<br>5 LMS  |
|                                | <b>Four taught modules: -</b><br>(MB5523, MB5601)<br>+<br>Students wishing to graduate with an MBA without a named specialism take MB5522 + one optional module from MB5526, MG5530, MB5531, MB5602, MB5534 and MB5603.<br>Students wishing to graduate with an MBA with the optional named specialism in Healthcare Management take the two modules MB5531 and MB5602.<br>Students wishing to graduate with an MBA with the optional named specialism in Aviation Management take the two optional modules MB5534 and MB5603. |   |
|                                |  | <ul style="list-style-type: none"> <li>• MB5537 (Research method workshop A+B)</li> </ul>                       |
|                                |  | <i>Business Project supervisor allocated</i>  |
|                                | <i>Coursework submission &amp; Exam Period</i>   |   |
|                                |  | <ul style="list-style-type: none"> <li>• MB5537 (Research methods workshop C)</li> </ul>                        |
| Summer<br>(June – September)   | <ul style="list-style-type: none"> <li>• 5 x LMS workshops and 3 CDP workshops</li> </ul>  |   |
|                                | <i>Submission of MB5537</i><br>(end of September 2017)   |   |
| Autumn<br>(October – December) |  | <ul style="list-style-type: none"> <li>• <b>Four taught modules</b> (MB5524, MB5525, MB5527, MB5528)</li> </ul> |
|                                |  | <i>Coursework submission &amp; Exam Period</i>  |
| Spring                         |  | <i>Submission of MB5537</i><br>(end of February 2018)   |

**FULL TIME DELIVERY**

**PART TIME DELIVERY**  
**Year 1**

| Term                           | September 2016 intake (session 2016/17)   | January 2017 intake (session 2016/17)  |
|--------------------------------|---|--|
| Autumn<br>(October – December) | <b>Orientation</b>  |  |
|                                | <ul style="list-style-type: none"> <li><b>TWO taught modules</b> from the (MB5524, MB5525, MB5527, MB5528)</li> <li>2 CDP workshops and at least 1 LMS</li> </ul>   |  |
|                                | <i>Coursework submission &amp; Exam Period</i>  |  |
| Spring<br>(January – March)    |   | <b>Orientation</b><br>4 CDP workshops and at least 1LMS  |
|                                | <p><b>Two from the Four taught modules: -</b> (MB5523, MB5601)<br/>+</p> <p>Students wishing to graduate with an MBA without a named specialism take MB5522 + one optional module from MB5526, MG5530, MB5531, MB5602, MB5534 and MB5603.</p> <p>Students wishing to graduate with an MBA with the optional named specialism in Healthcare Management take the two modules MB5531 and MB5602.</p> <p>Students wishing to graduate with an MBA with the optional named specialism in Aviation Management take the two optional modules MB5534 and MB5603.</p> <ul style="list-style-type: none"> <li>At least 1 LMS and 2 CDP workshops</li> </ul> |  |
|                                | <ul style="list-style-type: none"> <li>MB5537 (Workshops A + B)</li> </ul>  | <ul style="list-style-type: none"> <li>MB5537 (Workshops A+B)</li> </ul>   |
|                                | <i>Business Project supervisor allocated</i>  | <i>Business Project supervisor allocated</i>   |
|                                | <i>Coursework submission &amp; Exam Period</i>  |  |
|                                | MB5537 (Workshop C)   | <ul style="list-style-type: none"> <li>MB5537 (Workshop C)</li> </ul>  |
|                                | <ul style="list-style-type: none"> <li>At least 2 out of the 5 x LMS workshops and 3 CDP workshops</li> </ul>   | At least 1 LMS   |
| Autumn<br>(October – December) |   | <ul style="list-style-type: none"> <li><b>Two from the Four taught modules</b> (MB5524, MB5525, MB5527, MB5528) that have Not been taken before</li> </ul> |
|                                |   | <i>Coursework submission &amp; Exam Period</i>   |
| Spring                         |   |  |



## PART TIME DELIVERY Year 2

| Term   | September 2017 intake (session 2016/17) and 2017- 18   | January 2018 intake (session 2016/17) and 2017-18 |
|--|--|---|
| Autumn<br>(October – December)                 | <b>Orientation</b>   |   |
|  | <ul style="list-style-type: none"> <li><b>Two of the taught modules</b> (MB5524, MB5525, MB5527, MB5528) that have not been taken in the year before...</li> <li>LMS that have NOT been taken before...</li> </ul>   |   |
|  | <i>Coursework submission &amp; Exam Period</i>   |   |
| Spring<br>(January – March)                    | <b>Orientation at least 1 LMS</b>  |   |
|  | <b>Two of the Four taught modules:</b> - (MB5523, MB5601) that have NOT been taken before...<br>+  |   |
|  | Students wishing to graduate with an MBA without a named specialism take MB5522 + one optional module from MB5526, MG5530, MB5531, MB5602, MB5534 and MB5603.<br><br>Students wishing to graduate with an MBA with the optional named specialism in Healthcare Management take the two modules MB5531 and MB5602.<br><br>Students wishing to graduate with an MBA with the optional named specialism in Aviation Management take the two optional modules MB5534 and MB5603. |   |
|  | <ul style="list-style-type: none"> <li>LMS that have NOT been taken before...</li> </ul>   |   |
| <i>Coursework submission &amp; Exam Period</i> |  |   |
| Summer<br>(June – September)                   | <ul style="list-style-type: none"> <li>Rest of the LMS...</li> </ul>   |   |
|  | <i>Submission of MB5537 (end of September 2018)</i>  | Remaining LMS                                     |
| Autumn<br>(October – December)                 | <ul style="list-style-type: none"> <li><b>Two of the Four taught modules</b> (MB5524, MB5525, MB5527, MB5528) that have Not been taken before</li> </ul>   |   |
|  | <i>Coursework submission &amp; Exam Period</i>   |   |
| Spring   | <i>Submission of MB5537 (end of February 2019)</i>   |   |

**N.B.:** The programme will be supplemented with employability-focussed UK company visits, approximately 1 visit per term.

- Compulsory block:** one which all students registered for the award are required to take as part of their programme of study. These will be listed in the left hand column;
- Optional block:** one which students choose from an 'option range'. These will be listed in the right hand column;
- A **core assessment** is an assessment identified within an assessment block or modular block (either compulsory or optional) which must be passed (at grade C- or better) in order to be eligible to progress and to be eligible for the final award. All core assessments must be specified on the programme specification next to the appropriate assessment or modular block:

Where students are expected to pass the block at C- or better, but not necessarily all elements, then the block itself is core.

e.g. AB5500 Project (40)

Core: Block

Where only some elements of assessments are required to be passed at C- or better, these will be identified by listing each element that is core

e.g. ABXXX1 Title (XX credits)

Core: 1 & 4

Where students are expected to pass all assessments in a block then this will be identified. By setting the assessment this way, students are also required to pass the block by default. This will be identified thus:  
e.g. ABXXXX Title (XX credits)  
Core: All, Block

- A **non-core assessment** does not have to be passed at grade C- or better, but must D- or better in order to be eligible for the final award.

#### Level 4

The Level 4 structure available to international students is specified in document "Validated Programme Element Specification for LBIC Pre-Masters in Business and Management (with and without work placement)". This document also specifies the admission and progression requirements.

#### Level 5

**Compulsory assessment block codes, titles and credit**

**Optional assessment block codes, titles and credits**

**Compulsory study block codes, titles and credit volume**

**Optional Study block codes, titles and credit volume**

### Compulsory modular block codes, titles and credits

- MB5522 Operations Management (15 credits)\*\*\*
- MB5523 Corporate and Business Finance (15 credits)
- MB5524 Strategic Marketing Management (15 credits)
- MB5525 Corporate and Competitive Strategy (15 credits).
- MB5527 Leading People & Managing Organisations (15 credits).
- MB5528 International Business (15 credits)
- MB5601 Business Economics (15 credits)
- MB5537 Business Project & Professional Portfolio (60 credits)  
Core: Block – includes three compulsory research methods (Business Project) workshops and incorporates completion of reflective journal entries for the following:
  - Leadership Masterclass Series workshops (5 compulsory, 2 elective)
    - Leadership, Recruitment and Performance (compulsory)
    - Consulting Skills (compulsory)
    - Using Social Media for Business (compulsory)
    - Team Challenge using MarkStrat™ (compulsory)
    - Project Management (compulsory)
    - Lean in Healthcare (elective)
    - Global Diversity in Organisations (elective)
  - Career Development Programme workshops:
    - Analytical Skills A (compulsory)
    - Analytical Skills B (compulsory)
    - Communication Skills (compulsory)
    - Time management (compulsory)
    - Study skills (compulsory)
    - Writing Skills (elective)

**\*\*\*Those students wishing to graduate with the MBA with the optional named specialism in Healthcare, will not take MB5522 Operations management, and instead must also take:**

- MB5602 Managing Service Operations and Change in Healthcare (15 credits)
- MB5531 Healthcare Policy (15 credits)

**\*\*\*Those students wishing to graduate with the MBA with the optional named specialism in Aviation, will not take MB5522 Operations management, and instead must also take:**

- MB5603 Airport Operations Management (15 credits)
- MB5534 Airline Management, Economics & Ethics (15 credits)

### Optional modular block codes, titles and credits

**For those students wishing to graduate with an MBA without a named specialism:-**

Any one from:

- MB5526 Managing for the Future (15 credits)
- MB5530 Information Systems in Organisations (15 credits)
- MB5531 Healthcare Policy (15 credits)
- MB5602 Managing Service Operations and Change in Healthcare (15 credits)
- MB5534 Airline Management, Economics & Ethics (15 credits)
- MB5603 Airport Operations Management (15 credits)

**Part-time**

**September Starters YEAR 1:**

**Term 1**

At least 1 (and up to 2) LMS (out of the 5 offered) + 2 CDP Workshops (4) HOURS; and  
2 of MB5524, MB5525, MB5527, or MB5528

**Term 2**

Main pathway: 2 of MB5523, MB5601, MB5522, or an option (MB5526, MB5530, MB5531, MB5602, MB5534, MB5603)

Healthcare pathway: MB5523, MB5601, MB5531, or MB5602

Aviation pathway: MB5523, MB5601, MB5534, or MB5603

At least 1 (and up to 2) LMS (out of the 5 offered) + 2 CDP Workshops (4) HOURS and MB5537

**Term 3**

At least 2 out of the 5 LMS

MB5537 + ALL CDP

**YEAR 2**

**Term 1**

The remaining 2 modules (as listed in term 1 above)

The remaining 2 LMS

**Term 2**

The remaining 2 modules + remaining LMS **Term 3**

The remaining LMS

**January Starters YEAR 1:**

**Term 2**

Main pathway: 2 of MB5523, MB5601, MB5522, or an option (MB5526, MB5530, MB5531, MB5602, MB5534, MB5603)

Healthcare pathway: MB5523, MB5601, MB5531, or MB5602

Aviation pathway: MB5523, MB5601, MB5534, or MB5603

At least 1 (and up to 2) LMS (out of the 5 offered) + 4 CDP Workshops (

And MB5537

**Term 3**

2 out of the 5 LMS

MB5537 + 3 CDP

**YEAR 2**

**Term 1**

+ 2 LMS +; and

2 of MB5524, MB5525, MMB5527, or MB5528 Remaining LMS and CDP

**Term 2**

The remaining 2 modules, LMS

The remaining 3 LMS

**YEAR 3**

**Term 1**

The remaining of the 2 compulsory modules

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\*\* Students will be encouraged to complete all the CDP workshops in their first year.

## Level 5 Progression and Award Requirements

### As per [Senate Regulation 3](#)

Award requirements are as follows:

- Postgraduate Diploma in Business Administration:
  - 120 credits across 7 compulsory taught modules (MB5522, MB5523, MB5524, MB5525, MB5527, MB5528, MB5601-Business Economics), and one taught module from the general management options (MB5526, MB5530);
- Postgraduate Diploma in Business Administration (Healthcare Management):
  - 120 credits across 6 compulsory taught modules (MB5523, MB5524, MB5525, MB5527, MB5528, MB5601-Business Economics), and both of the taught modules from the healthcare management options (MB5531, MB5602);
- Postgraduate Diploma in Business Administration (Aviation Management):
  - 120 credits across 6 compulsory taught modules (MB5523, MB5524, MB5525, MB5527, MB5528, MB5601-Business Economics), and both of the taught modules from the aviation management options (MB5534, MB5603);
- Postgraduate Certificate in Business Administration:
  - 60 credits across any of the compulsory taught modules (MB5522\*\*, MB5523, MB5524, MB5525, MB5527, MB5528, MB5601 (Business Economics)\*\*).

\*\*where:-

- for students who followed the named specialism route in Aviation Management, MB5603 replaces MB5522; and
- for students who followed the named specialism route in Healthcare Management, MB5602 replaces MB5522.

**PGDip may not be awarded by substitution of the dissertation (MB5537 Business Project & Professional Portfolio) for modular/assessment blocks in the taught part of the programme.**

Please note: this specification provides a concise summary of the main features of the programme and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods can be found in the module outlines and other programme and module information. The accuracy of the information contained in this document is reviewed by the University from time to time and whenever a modification occurs.