



POSTGRADUATE PROGRAMME SPECIFICATION

Programme Title:	Master of Business Administration (MBA)
Awarding Body:	Staffordshire University
Teaching Institution:	Staffordshire University APIIT, Sri Lanka APIIT, Panipat APU Kuala Lumpur British University Vietnam MBS College of Crete Riinvest College, Kosovo Rushmore Business School, Mauritius
Final Awards:	MBA
Intermediate Awards:	PG Diploma in Management Studies PG Certificate in Management Studies
Mode of Study:	Full-time Part-time Part-time (Intensive Delivery) Part-time (Blended Learning)
UCAS Codes:	N/A
QAA Subject Benchmarks:	Business and Management Masters
Professional/Statutory Body:	N/A
Date of Production:	February 2012
Date of Revision:	October 2012 October 2013 December 2014 (<i>to include all teaching institutions & updated regulations & Blended Learning mode</i>)

EDUCATIONAL AIMS OF THE PROGRAMME

Generic aims and outcomes apply for the full range of postgraduate business awards. They have been derived from and mapped against the National Benchmark Standards for Postgraduate Business and Management awards (see appendix one and two). The three MBAs are generalist awards, and are referred to by QAA as Type 3. Detailed learning outcomes for all modules are given in the module descriptors. The following overall programme aims will enhance the employability of all successful students:

- To provide an advanced course of study of management within a rapidly changing business environment which will explore contemporary approaches to the practice of management and develop individuals of high capability who can apply their knowledge and skills within contemporary business organisations.
- To develop participants' understanding and ability to apply a range of learning and research methodologies and strategies that are appropriate to the field of business management.
- To develop critical skills to assess and evaluate the academic literature and other forms of research output that inform current debates within the fields of business and management.
- To develop the capacity for independent, critical and creative thinking.
- To develop the ability to analyse and synthesise differing approaches to the field of business management and to evaluate critically these approaches within the business context.
- To prepare graduates for employment or continued employment by equipping them with a diverse range of business management skills.

What is distinctive about this programme?

Staffordshire University Postgraduate Business awards have the following distinctive features:

- a choice of named MBA awards with clear globally recognised titles that will appeal to our target market
- a vocational ethos, with employability, enterprise and entrepreneurial aspects as key aims that will thread through the programme/s.
- 'learning teams' based on multicultural team role profiles, gender and experience enabling students to identify key interpersonal and teamwork skills
- learning that will focus on the skills needed to be successful in global business management, including the observation and practice of selected skills that are required for cross-cultural leadership and teamwork
- practical management development skills that will foster and improve skills of self-discipline, reflection, analysis, communication, team building and leadership.
- an underpinning spine of management skills development to drive the application of the curriculum in a practical manner – students will also be able to acquire specific expertise in a range of options that will broaden their scope of learning
- assessments that clearly reflect business contexts
- where appropriate, the opportunity to apply for one-year paid industrial placement /internship, thus enhancing employability
- an internationalised curriculum where students can enhance their ability to think strategically and understand the requirements of the global business

environment.

- Business Management Research or project management techniques enabling students to develop the ability to undertake independent business analysis and to apply solutions to complex business problems.
- A range of delivery modes provides flexibility to suit student needs.

PROGRAMME OUTCOMES

Award Outcomes – PG Certificate in Management Studies (exit award) 60 Credits

On completion of the PG Certificate in Management Studies participants will be able to demonstrate the following learning outcomes.

1. Demonstrate a systematic awareness, understanding and knowledge of contemporary business and management theory, research and professional practice within a local and global context **(Knowledge and Understanding)**
2. Demonstrate intellectual and entrepreneurial skills in the application of business and management knowledge, together with a practical understanding of how established techniques of business and management strategy are used **(Application)**
3. Demonstrate the ability to learn independently and to take responsibility for continuing professional development. Contextualise, analyse and learn from experience or simulated environments taking a global perspective upon contemporary developments and research in the field of business. **(Learning)**

Award Outcomes – PG Diploma in Management Studies (exit award) 120 Credits

On completion of the PG Diploma Management in Management Studies participants will be able to demonstrate the following learning outcomes.

The PG Certificate in Management Studies Award Outcomes plus:

4. Generate innovative and enterprising solutions and applications of knowledge which inform judgements, develop ideas and propose business solutions taking into account the needs of stakeholders in a competitive and challenging global environment. **(Problem Solving)**
5. Articulate complex information based on critical awareness and knowledge, adapting to different audiences and circumstances using a variety of communication tools and methods. **(Communication)**

Award Outcomes - MBA

On completion of the MBA participants will be able to demonstrate the following learning outcomes.

1. Demonstrate a systematic awareness, understanding and knowledge of contemporary business and management theory, research and professional practice within a local and global context **(Knowledge and Understanding)**
2. Demonstrate intellectual and entrepreneurial skills in the application of business and management knowledge, together with a practical understanding of how established techniques of business and management strategy are used **(Application)**
3. Generate innovative and enterprising solutions and applications of knowledge which inform judgements, develop ideas and propose business solutions taking into account the needs of stakeholders in a competitive and challenging global environment. **(Problem Solving)**
4. Demonstrate the ability to learn independently and to take responsibility for continuing professional development. Contextualise, analyse and learn from experience or simulated environments taking a global perspective upon contemporary developments and research in the field of business. **(Learning)**
5. Devise and apply valid research and investigative methods to access existing data and information, and also where necessary generate new data. Demonstrate understanding of the location of chosen methodologies within major business research paradigms. **(Enquiry)**
6. Demonstrate conceptual understanding and critical awareness of current business and management research and advanced scholarship. Evaluating the rigour and validity of research and its relevance to contemporary situations. **(Analysis)**
7. Articulate complex information based on critical awareness and knowledge, adapting to different audiences and circumstances using a variety of communication tools and methods. **(Communication)**
8. Demonstrate the qualities and transferable skills necessary for employment requiring the exercise of initiative and personal responsibility, self-direction and originality in tackling and solving problems and act autonomously in planning and implementing tasks at a professional level. Demonstrate their personal effectiveness through own critical self awareness, personal reflection and self management and a keen desire to learn through reflection on practice and experience. **(Reflection)**

PROGRAMME STRUCTURE, MODULES AND CREDITS

Potential Awards:

Postgraduate Certificate in Management Studies (60 credits) – comprises any 60 credits

Postgraduate Diploma in Management Studies (120 credits) – comprises any 120 credits

Master of Business Administration (180 credits) – comprises 180 credits (including chosen option)

Programme Structure for MBA (Full-time & Part-time)

The Performing Organisation		
The Human Capital Dimension (15)	Marketing Innovations (15)	Risk and Financial Analysis (30)
Contemporary and Global Strategic Challenge		
Change Leadership (15)	Option (15)	Global Strategic Management (30)
Research in Action		
Business Management Research (15)	MBA Masters Dissertation (45)	

Options for MBA:

- Managing the Sustainable Business
- Creativity into Innovation
- International Finance
- International Supply Chain Management
- International Marketing
- HRM in a Global Context
- International Consultancy in Action
- Applied Corporate Finance & Evaluation
- Project Management
- Continuing Professional Development for Leadership
- Network Analysis

Full-time MBAs: Students will be able to study the Business Management Research (BMR) alongside all the other taught MBA modules.

Students have to study and submit the Research Proposal for the BMR module before they will be able to start their Dissertation.

Programme Structure for MBA (Intensive Delivery)

In order to meet logistics requirements for flexibility, the full MBA programme consists of three distinct teaching blocks. The structure of the intensive delivery mode is indicated below.

Teaching Block 1		
The Human Capital Dimension (15)	Change Leadership (15)	Global Strategic Management (30)
Teaching Block 2		
Marketing Innovations (15)	Business of War & Terrorism (15)	Risk & Financial Analysis (30)
Dissertation Phase Block 3		
Business Management Research (15)	MBA Masters Dissertation (45)	

Programme Structure for MBA (Blended Learning)

The sequence of delivery may change depending on the start date of a cohort

The Performing Organisation		
The Human Capital Dimension (15)	Marketing Innovations (15)	Risk and Financial Analysis (30)
Contemporary and Global Strategic Challenge		
Change Leadership (15)	Option (15)	Global Strategic Management (30)
Research in Action		
Business Management Research (15)	MBA Masters Dissertation (45)	

Options:

- Effective Supply Chain Management
- Project Management
- The Business of War & Terrorism

HOW WILL I BE TAUGHT AND ASSESSED?

Teaching and Learning

The teaching and learning strategy adopts a practice-based model, where you explore concepts at the intersection of theory and practice, using problems to examine dilemmas and choices, which enables you to become an authentic and skilled professional.

Teaching and learning strategies used to deliver this curriculum are designed to provide a critical view of best practice set into the context of the latest theories, models and frameworks, as well as in an international and vocational context. They are designed to develop the critical and innovatory abilities of the participants. The methods of teaching and learning used will vary according to the nature of the subject matter but will have a wide diversity from lectures to student centred activities including seminars, case studies, management games, group work, learning sets, simulations, learning support material, empirical and desk based research.

We recognise that different people learn in different ways and utilise a range of different teaching methods and situations – lectures, guest lectures, tutorials, seminars, workshops, industrial visits and case studies, project work, role-plays, virtual learning environments supplementing the module. In all classes, emphasis will be placed on active, experiential learning- where possible; even lectures involve student-staff interaction.

Full-time Mode

The key tactic used on the MBA programmes is 'Learning Teams'. These are introduced at Induction. Many students are used to a higher power-distance between students and staff in their previous study, so this link hastens educational-cultural adjustment. Summative assessment of the personal and skills development experience is via a personal reflective assessment. 'Syndicate groups' (student-determined) replace learning teams in block 2, and successfully continue to underpin the Teaching and Learning Strategy. These groups are self-selected in the modules and use a learning perspective to encourage students to be independent learners within a team framework. This prepares them for the fully independent learning phase when they undertake personal research, guided by their dissertation supervisor.

Part-time Mode

The pedagogical approach places emphasis on work-based learning through the application of theoretical concepts to workplace scenarios. Emphasis is placed on the development of postgraduate skills, including research and analytical skills, together with the development of 'soft' skills, including teamwork and interpersonal skills. Students are encouraged to be independent learners, but the use of 'Learning Teams' is also required.

Part-time (Intensive Delivery) Mode

The pedagogical approach is similar to the standard 'part-time mode, however delivery comprises a series of five-day study periods, where all the face-to-face contact is completed in a week. Between the study weeks you will engage in independent learning where you assimilate the new knowledge and skills and through work-based learning relate these to workplace scenarios. In addition you will complete the assessment tasks for each module. The larger 30 credit modules will involve two study weeks. However the 45 credit Dissertation module is student focused and formal classes are replaced by liaison with your Supervisor.

Part-time (Blended Learning) Mode

Our blend of contact and distance learning activities is intended to offer the best learning experience for busy work-based learners, and is built from our experience of delivering the MBA to learners from demanding working environments.

Typically, a module will be delivered in seven stages.

1. There will be a preparatory stage, where the tutor team has given you guidance on learning materials that you should become familiar with before the first study day, to ensure all participants are equally familiar with some core concepts.
2. This is followed by intensive study days, typically lasting 2 days for a 15 credit module or 2 x 2 days for a 30 credit module. Here you will primarily engage in interactive tasks designed to explore core concepts, application and to share knowledge and understanding with your peers and the tutors.
3. The intensive study days are followed by a structured programme of on-line learning activities, which combine individual activity (guided reading, and formative tasks) as well as facilitated virtual group activities. During this period you will explore and engage with the thematic material of the module, both individually and interactively with tutors and peers.
4. This is followed by further intensive study day(s), that is, 1 day for a 15 credit module or 2 days for a 30 credit module, which builds on the intervening learning period with additional interactions to critically examine and apply the learning gained.
5. There is another preparatory stage, where the tutor team has given you guidance on learning materials that you should become familiar with before the first study day, to ensure all participants are equally familiar with some core concepts.
6. This is followed by a shorter structured programme of on-line learning activities, focusing predominantly on the summative assessment tasks.
7. Finally a period of further, largely independent learning leads you towards the submission of your summative assessed work.

Directed study supports and builds upon the knowledge and skills learnt in class to provide a fuller understanding of the subject. Personal and module tutors are on hand to provide support to the students to discuss any queries, for advice on plans, etc. The curriculum is structured so that skills and knowledge developed in core modules can be transferred, re-applied and further developed. The Personal tutorial system and emphasis on PDP ensures that students are constantly reflecting upon, adapting and enhancing their learning.

The VLE plays a key role in ensuring communication is maintained and direction is

provided to ensure a breadth of learning which complements and enhances the direct contact experiences. All modules have VLE presence, and many are adapted to provide groups of students with a series of online learning and assessment packages, including videos, podcasts, formative tests, questionnaires and direction to potential websites for individual learning.

By offering the opportunity to postgraduate students to apply for a one-year paid industrial placement, the programme embeds work-based learning for those who want it. This is certificated by the university, so increases employability via application of management skills in a business environment.

Assessment

This is led by QAA benchmark standards list “Skills for all Masters programmes”. In essence these are a demonstrable appropriate range of cognitive, critical and intellectual skills, research skills, and relevant personal and interpersonal skills. They are designed to prepare participants for professional practise, so graduates should be able to demonstrate these professional competences.

Assessment types

A wide variety of assessment vehicles facilitates testing of the Learning Outcomes. Methods include presentations, team projects, individual reports, debates and examinations. Assessment methods vary between modules but the overall strategy is to have a balanced set of assessments across a variety of methods that will include examinations, assignments, group and/or individual presentation, open analysis cases, portfolios, projects and dissertations.

The above provides an overview of the types of teaching, learning and assessment which will be utilised to enable the students to achieve and demonstrate the outcomes of the programmes.

ADDITIONAL INFORMATION

Entry Requirements

Candidates for admission will normally be expected to have:

- A UK 2.2 Honours degree (or equivalent) in any discipline.
- Evidence of satisfactory English language skills is required for international candidates where English is not their first language, such as:
 - IELTS – overall score 6.0 (with a minimum of 5.5 in Speaking, Writing, Reading and Listening); or
 - TOEFL – overall score 87 (minimum of: 23 Speaking, 21 Listening, 22 Reading and 21 Writing); or
 - Pearsons – overall score 51 (minimum of: 51 Speaking; Listening, reading and Writing).
 - A booster Pre-course English Language is available.
- An overall assessment of an applicants' educational background, experience and potential to benefit from the scheme will be made when considering the suitability of a candidate for our MBA programmes. The School aims to achieve a mix of student backgrounds which will enhance the learning experience for all. This means that it is no longer necessary for applicants to have a minimum of two years career history, although experience will be beneficial to support their application.

For non-standard applications - Candidates may be admitted to the award with advance standing on the basis of exemptions from previous studies, or have acquired postgraduate credits from similar awards whether at Staffordshire University or from other Higher Education institutions.

Disability Statement

Staffordshire University operates a policy of inclusive teaching and learning to ensure that all students have an equal opportunity to fulfil their educational potential. Details about how to apply to have your needs assessed can be found at: http://www.staffs.ac.uk/study_here/disabled_students/index.jsp

AWARD SPECIFIC INFORMATION

The Postgraduate Assessment Regulations for the MBAs

The MBA assessment regulations will conform to the University postgraduate regulations but in addition will include the following award specific regulations:

1. The Examination Board has the discretion to award credits for a module in which a compensatable fail at 47-49% has been recorded. The final decision lies within the Examination Board. The results will be recorded as a 50
2. No compensation is permitted for the Masters Dissertation or Business Management Research.

Regulations on Progression

In order to progress from the Postgraduate Diploma stage of a Masters award to the final dissertation stage, students must normally have obtained a Pass in 90 credits and must have studied Business Management Research module. Full-time students may study the Business Management Research module alongside the taught Level 7 modules on the MBA award.

Further information about the award can be found in the relevant Student Handbook and on the University Website. This includes information about optional modules, student support, and academic regulations.

http://www.staffs.ac.uk/about_us/publications/policies_and_regulations/

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