Buckinghamshire New University

PROGRAMME SPECIFICATION

1. Key Information

Programme Title:	International Masters of Business Administration
Awarding Institution:	Buckinghamshire New University
Teaching Institution(s):	Buckinghamshire New University
Subject Cluster:	Business
Award Title (including separate Pathway Award Titles where offered):	International Masters of Business Administration
Pathways (if applicable)	
FHEQ level of final award:	7
Other award titles available (exit qualifications):	Postgraduate Certificate Postgraduate Diploma
Accreditation details:	
Length of programme:	1 year Full Time 2 years Part Time
Mode(s) of Study:	Full Time, Part Time
Mode of Delivery:	In person (on-site) delivery
Language of study:	English
QAA Subject Benchmark(s):	Business and Management (Master's) (2015)
Other external reference points (e.g. Apprenticeship Standard):	CMI
Course Code(s):	MBIMBAFT, MBIMBAPT
UCAS Code(s):	N/A
Approval date:	December 2022
Date of last update:	April 2024

2. Programme Summary

The main aim of the International MBA full-time and part-time programme is to enable successful learners to perform effectively at middle management and aspire to senior management positions, by using enhanced practical knowledge and reasoning ability based on the concepts and theoretical frameworks that you will use within the course. It is internationally recognised as a career-development programme that builds on previous learning and experience. Typically, you will be junior or middle managers with ambitions to develop your career in different ways. The International MBA will also appeal to candidates whose ambition relates around developing or managing a small business or a family business. Some learners complete an International MBA in order to simply be better at what

they do, to learn more about the diverse world in which we operate or to give something back to wider society.

The BNU International MBA has been developed to address business leadership in an uncertain world of continuous disruption. The programme will provide a strategic and global view with recurring themes throughout whilst enabling problem-solving, creative thinking and developing empathy all within an international context. In addition, this programme addresses issues that many organisations face in the present climate: operating in a global setting, ensuring business resilience and sustainability. The importance of these contextual issues is recognised by the title of the programme and the recurring themes.

On completion of the award, you may be able to apply for Doctorate level programmes such as PhD or professional doctorate.

Applicants to the International MBA will normally have obtained a Bachelor's degree, with Honours (or equivalent) and must be able to evidence a minimum of two years work experience at a management level. The broad, global nature of the International Masters has been designed to appeal to students from a diverse range of cultural backgrounds, subject disciplines or professions, all of which add to the richness of the student experience.

3. Programme Aims and Learning Outcomes

Programme Aims

This programme aims to:

1. Develop a strategic, integrated, and holistic perspective on organisations and management through a study of management at an individual, group and organisational behavioural level. At a functional and strategic level. At local, national and international level and through reflection on prior experience

2. Prepare for a senior management career through the development of enhanced personal, and interpersonal skills as well as digital leadership skills in facilitating change in organisations, business, and development

3. Equip learners with an advanced understanding of concepts, current and pervasive issues in international business and management

4. Enable learners to anticipate and address risks that may adversely affect their business thereby helping to ensure future business resilience and sustainability

5. Develop the critical thinking, analytical and research skills needed to make logical arguments and creative contributions to improve business and management practice

Programme Learning Outcomes

Knowledge and Understanding (K)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
K1	Describe a broad knowledge and understanding of the impact of contextual forces on organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance.

K2	Select and use appropriate problem-solving and decision-making techniques including the ability to create, identify and evaluate options and to implement and review decisions.
K3	Recognise a critical understanding of the sources, uses and management of resources of the business enterprise or other forms of organisations: finance, materials and talent.
K4	Select from a range of concepts relating to the management and development of people within organisations: organisational theory, behaviour, HRM, change management, leadership & the digital revolution.
K5	Reflect critically on one's own practice in relation to published literature through an extended research project.

Analysis and Criticality (C)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
C1	Undertake a situation analysis using research-based evidence and applying analytical models and frameworks.
C2	Evaluate critically information and knowledge and use a range of quantitative and qualitative methods for providing information and evaluating options in an uncertain business environment.
C3	Interpret and analyse critically a range of contemporary and pervasive issues which may change over time. These may include innovation, economy, creativity and enterprise; e-commerce, knowledge management; sustainability & environment, business ethics, values and norms; globalisation.
C4	Analyse critically and develop appropriate business policies and strategies within a changing context to meet and protect stakeholder interests in a professional academic and work setting.
C5	Demonstrate an in-depth critical understanding of a chosen aspect of business or management through coursework, exams, presentations and an extended self-managed dissertation project.

Application and Practice (P)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
P1	Evaluate critically individual and team performance in relation to overall business performance. Display empathetic and effective two-way communication skills including listening, negotiating and persuading or influencing others.
P2	Evaluate and demonstrate numeracy and quantitative skills including the use of models of business situations.
P3	Explain how digital Communication and Information Technology can be used in the workplace.
P4	Apply new knowledge and understanding to real-world business and management situations as a management professional. Design, implement, and critique research into business and management issues.

P5	Conduct, under supervision, an independent piece of empirical research or problem-based learning demonstrating a mastery of the subject area.

Transferable skills and other attributes (T)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
T1	Develop self-confidence among peers and colleagues. Incorporate a critical ethical dimension to practice, managing the implications of ethical dilemmas and work proactively with others to formulate solutions in an academic and workplace environment.
T2	Evaluate alternative strategies to meet stakeholder requirements and a sensitivity to the diversity of people and different situations present in today's business world.
T3	Utilise effectively written, digital and oral communication skills to present information in a coherent and persuasive manner.
T4	Display numeracy and quantitative skills in order to manipulate financial and non-financial data.
T5	Create connections between known and unknown areas, to allow for adaptation and change. Communicate complex ideas in a written form suitable for dissemination to a wider audience.

Graduate Attributes

The BNU Graduate Attributes of: Knowledge and its application; Creativity; Social and ethical awareness and responsibility; and Leadership and self-development focus on the development of innovative leaders in professional and creative capacities, who are equipped to operate in the 21st Century labour market and make a positive impact as global citizens.

On this programme, attributes are developed through exposing learners to a wide range of contemporary perspectives and research on key developments in employability, society and the workplace. This provides access to a range of alternative views, and the opportunity to explore, in class and through assessments: Lifelong Learning: Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace (K1,K2,K4,C1,C3,P1,P3,T1) Reflective Practitioner: Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions (C2,C3,C4,C5,P1,T2) Professional Skills: Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional and academic environment (K5,C4,P1,P4,P5,T1,T2,T4,T5). Discipline Expertise: Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change (K4,K5,C4,C5,P4,T2,T5) Responsible Global Citizenship: Understand global issues and their place in a globalised economy, ethical decision-making and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture (K5,C3,C4,P1,P2,T1,T2) Effective Communication: Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate (C2,C5,P3,T3,T4).

4. Entry Requirements

The University's general entry requirements will apply to admission to this programme with the following additions / exceptions:

- Applicants to the IMBA will normally have obtained a Bachelor's degree with Honours (or equivalent) which can be in a range of subject disciplines or professions. Applicants need a minimum of a 2:2 in their degree to be considered.
- If your first language is not English or your language of instruction at undergraduate level was not English you will be required to demonstrate English proficiency at an overall score of IELTS level 6.5 (or its equivalent) and no score below 6.0 in any category.
- In keeping with the nature of MBAs across many other institutions, the programme specification will retain some flexibility to enable senior and experienced learners who lack formal academic qualifications to be considered e.g. via portfolio preparation and interview.
- In line with the university Credit Accumulation and Transfer Scheme, potential learners can apply for Advanced Standing by Accreditation of Prior Learning.
- To be considered for the IMBA course you must be able to evidence a minimum of two years work experience at a management level, through the submission of your CV and a letter of support from an employer with whom you worked in a management role.

If you do not meet the entry requirements you may, if you have relevant professional experience, still be invited for interview, where you will be required to demonstrate the necessary knowledge and understanding for entry onto the course.

Previous study, professional and / or vocational experiences may be recognised as the equivalent learning experience and permit exemption from studying certain modules in accordance with our accreditation of prior learning (APL) process.

5. Programme Structure

Level	Modules (Code, Title and Credits)	Exit Awards
Level 7	**Core modules:** BAM7006 International Management in Finance & Accounting (20 Credits) BAM7007 Strategic Marketing & Entrepreneurial New Venture Foundation (20 Credits) BAM7008 International Logistics & Operations (20 Credits) BAM7009 Digital Business Strategy (20 Credits) BAM7010 Strategic Sustainable Leadership (20 Credits) BAM7030 Independent Professional Project (60 Credits) **Option modules:** *Students must choose one of the following 20 credit modules:* BAM7027 Professional Work Placement (20 Credits) BAM7028 Professional Consultancy (20 CREDITS)	**Postgraduate Certificate**, awarded on achievement of 60 credits **Postgraduate Diploma**, awarded on achievement of 120 credits

Please note: Not all option modules will necessarily be offered in any one year. Other option modules may also be introduced at a later stage enabling the programme to respond to changes in the subject area.

6. Learning, Teaching and Assessment

Learning and teaching

The objective is to enhance the knowledge, skills and analytical ability of students. Learning outcomes are met by a combination of self-study, directed research and investigation, on-line tutor support and Blackboard materials as well as tutor-led sessions. Input is not limited to tutor input – the programme team make use of guest speakers from respected organisations and student presentations are also used to help develop personal research and reflection skills as well as learning collaboratively. All of these helps to enable students to develop important personal skills needed to proceed with their careers in business organisations.

Active Learning Workshops will include a variety of activities such as interactive quizzes where learners participate using mobile technology as well live briefs, simulations, presentations and team challenges. Through these strategies and flipped classroom, the learner is not simply taught to, but becomes part of the learning experience.

The overall learning strategy will comprise of the following:

- Preparation to study – An initial induction will ensure students are prepared for study and are familiar with their learning environment and sources of support. Students will be provided with a sample of learning content.
- Engagement – Students will have access to a face to face and online learning environment with learning support and tools enabling them to monitor their progress via assessment and skills-based learning outcomes.
- Learning Content - The learning content will be designed to provide students with opportunities to engage, and encourage reflective and deep learning, with accessibility a key feature to enable students to study across a range of mobile and media channels. Students will build on current knowledge and an in-depth analysis-focused approach, involving the development of critical analysis of existing knowledge and practices, aligned with exposure to new and emerging methods and theories. All the while building upon their analysis, evaluation, practical and transferable skills with regards to modern business and organisations.
- Career pathway - Within the programme, students will be able to, via course content and discussions with staff and industry professionals, use their studies to focus on potential career pathways and to develop a strategy to successfully enter the workplace. Each module has been designed to align with the overall Programme Aims.
- Feedback - A core feature of this programme will be a varied range of learning activities embedded within the learning content for each module, designed to provide feedback to students on their progress towards learning outcomes providing encouragement through tutor feedback, with as wide a range of methods as possible to most effectively assess learning outcomes.

Assessment

Assessment tasks may include individual assignments, personal reflections, professional reports, time constrained assessment, case study analysis and personal presentations in a combination designed to assess and meet the stated aims and the required learning outcomes.

Authentic assessments are designed to improve future performance of students. They allow effective and engaging tasks to be designed by staff to provide a more meaningful learning

experience for students. It works by creating the opportunity for students to develop and learn life skills by embedding real world tasks within their modules. Authentic assessments require students to apply knowledge skills and reasoning to their learning. In doing so, students can develop attributes and transferable skills which are pivotal to workplace scenarios.

Summative assessments are designed to test the achievement of module learning outcomes. Some modules include formative assessments and, while these do not give marks towards the final module grade, they offer learners a valuable learning resource by way of feedback from the tutors, which can offer direction for improved performance on the summative assignments.

Contact Hours

Learners can expect to receive up to 12 hours of total scheduled learning activities per week. Each Module is 20 credits which equates to 10 hours per credit, will be 6 hours per week taught over 10 weeks and may include lectures, seminars or workshops.

One typical module, core or optional, will consist of 200 total learning hours, broadly split across:

- Scheduled teaching (60 hours)
- Independent learning (90 hours)
- Assessment (50 hours)

7. Programme Regulations

This programme will be subject to the following assessment regulations:

- Regulations for Taught Degree Programmes (2023)

8. Support for learners

The following systems are in place to support you to be successful with your studies:

- The appointment of a personal tutor to support you through your programme
- A programme handbook and induction at the beginning of your studies
- Library resources, include access to books, journals and databases - many of which are available in electronic format – and support from trained library staff
- Access to Blackboard, our Virtual Learning Environment (VLE), which is accessible via PC, laptop, tablet or mobile device
- Access to the MyBNU portal where you can access all University systems, information and news, record your attendance at sessions, and access your personalised timetable
- Academic Registry staff providing general guidance on University regulations, exams, and other aspects of learners and course administration
- Central student services, including teams supporting academic skills development, career success, student finance, accommodation, chaplaincy, disability and counselling
- Support from the Bucks Students' Union, including the Students' Union Advice Centre which offers free and confidential advice on University processes.

9. Programme monitoring and review

BNU has a number of ways for monitoring and reviewing the quality of learning and teaching on your programme. You will be able to comment on the content of their programme via the following feedback mechanisms:

• Formal feedback questionnaires and anonymous module 'check-ins'
• Participation in external surveys
• Programme Committees, via appointed student representatives
• Informal feedback to your programme leader

Quality and standards on each programme are assured via the following mechanisms:

• An initial event to approve the programme for delivery
• An annual report submitted by the External Examiner following a process of external moderation of work submitted for assessment
• The Annual Monitoring process, which is overseen by the University's Education Committee
• Review by the relevant PSRB(s)
• Periodic Subject Review events held every five years
• Other sector compliance and review mechanisms

10. Internal and external reference points

Design and development of this programme has been informed by the following internal and external reference points:

• The Framework for Higher Education Qualifications (FHEQ)
• The QAA Subject Benchmark Statement – see detailed mapping below
• The QAA Master's Degree Characteristics Statement
• The BNU Qualifications and Credit Framework
• The BNU Grading Descriptors
• The University Strategy
• CMI curriculum benchmarks

Mapping of Subject Benchmark Statement and any relevant Apprenticeship Standard to Programme Learning Outcomes

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
Benchmark / Standard requirement **Knowledge & Understanding**	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
Graduates should be able to demonstrate relevant knowledge and understanding of organisations, the business environment in which they operate and their management. Courses emphasise understanding, responding and shaping the dynamic and changing nature of business and the consideration of the future of organisations within the global business environment, including the management of risk.	X			X			X		X	X	X	X			X		X	X		X

The interrelationships among and the integration between these areas are very important within the overall learning experience and should be demonstrated in the capabilities of successful graduates from all modes of delivery.	X	X	X	X				X	X	X	X			X		X	X	X		X
Organisations: this encompasses the internal aspects, functions and processes of organisations, including their diverse nature, purposes, structures, size/scale, governance, operations and management, together with the individual and corporate behaviours and cultures which exist within and between different organisations and their influence upon the external environment	X		X	X				X	X	X	X			X		X	X	X		X
The business environment: this encompasses the fast pace of change within a	X		X	X	X	X	X	X	X			X	X	X	X		X	X	X	X

wide range of factors, including economic, environmental, cultural, ethical, legal and regulatory, political, sociological, digital and technological, together with their effects at local, national and global levels upon the strategy, behaviour, management and sustainability of organisations.																				
Management: this encompasses the various processes, procedures and practices for effective management of organisations. It includes theories, models, frameworks, tasks and roles of management, including the management of people and corporate social responsibility, together with rational analysis and other processes of decision-making within different organisations		X				X	X	X			X		X	X	X	X		X	X	X	

Master's graduates will also have developed a range of skills and attributes particularly relevant to business and management such as commercial acumen, analytical thinking and problem solving, critical thinking, decision making, ability to innovate, awareness of risk, and the ability to influence and work with others	X	X		X	X	X	X	X	X	X		X		X	X		X		X	X
Subject Specific Knowledge																				
Markets: the development, access and operation of markets for resources, goods and services	X			X			X		X			X					X			X
Marketing and sales: different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design.	X			X			X		X			X					X			X
Customers: management of customer expectations,	X		X	X					X		X	X			X	X	X			

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
relationships and development of service excellence.																					
Finance: the sources, uses and management of finance and the use of accounting and other information systems for planning, control, decision-making and managing financial risk.	X		X	X			X	X					X		X					X	X
People: leadership, management and development of people and organisations, including the implications of the legal context	X			X				X		X			X	X		X	X	X			X
Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values			X		X				X	X				X							X
Information systems and business intelligence: the development, management, application and implementation of information systems and		X				X							X						X	X	

their impact upon organisations.																				
Communications: the comprehension and use of relevant communications for application in business and management, including the use of digital tools.		X				X							X					X	X	
Digital business: the development of strategic priorities to deliver business at speed in an environment where digital technology has reshaped traditional revenue and business models		X				X	X						X					X	X	
Business policy and strategy: the development of appropriate policies and strategies within a changing environment to meet stakeholder interests, and the use of risk management techniques and business continuity planning to help maximise achievement of strategic objectives.				X					X		X					X	X			

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Business innovation and enterprise development: taking innovative business ideas to create new products, services or organisations, including the identification of intellectual property and appreciation of its value.		X					X						X							X
Social responsibility: the need for individuals and organisations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues.	X	X	X				X			X					X	X				
Subject-specific skills																				
People management: to include communications, team building, leadership and motivating others																				
Problem-solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions		X		X		X	X	X	X	X	X			X	X	X				X

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Research: the ability to analyse and evaluate a range of business data, sources of information and appropriate methodologies, which includes the need for strong digital literacy, and to use that research for evidence-based decision-making.					X	X					X		X	X	X				X	X
Commercial acumen: based on an awareness of the key drivers for business success, causes of failure and the importance of providing customer satisfaction and building customer loyalty.	X	X					X	X			X					X	X	X		
Innovation, creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit intellectual property, gain support, and deliver successful outcomes.		X		X		X	X	X			X		X	X	X					
Numeracy: the use of quantitative skills to manipulate data,			X				X						X							X

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	C21	C22
evaluate, estimate and model business problems, functions and phenomena.																						
Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.		X		X								X	X	X	X			X		X	X	
Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence.			X	X				X	X		X							X				
Ability to work with people from a range of cultures.			X	X				X	X		X							X				
Articulating and effectively explaining information.	X	X		X		X	X				X		X	X	X			X		X	X	
Building and maintaining relationships.											X					X		X				X
Communication and listening, including the ability to produce clear, structured business	X				X							X	X	X						X	X	

	K1	K2	K3	K4	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
communications in a variety of media.																			
Emotional intelligence and empathy.																			
Conceptual and critical thinking, analysis, synthesis and evaluation			X	X		X	X	X	X	X	X						X			X
Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive, to plan, organise and manage time.		X		X	X					X	X				X	X	X		
Self-reflection: self-analysis and an awareness/sensitivity to diversity in terms of people and cultures. This includes a continuing appetite for development.		X		X	X					X	X				X	X	X		

Mapping of Programme Learning Outcomes to Modules

Programme Learning Outcome	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
Module Code	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
Level 7																				

International Management in Finance & Accounting (Core)	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X	X	X	X
Strategic Marketing and Entrepreneurial New Venture Foundation (Core)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Digital Business Strategy (Core)	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X
International Logistics and Operations (Core)	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X
Strategic Sustainable Leadership (Core)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X
Independent Professional Project (Core)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X