

PROGRAMME SPECIFICATION

SECTION A: DETAILS OF THE COURSE AND AWARD

Programme Title	International Master of Business Administration
Awarding Body	Buckinghamshire New University
Teaching Institution / Course Location	Buckinghamshire New University, High Wycombe Mont Rose College, London
Faculty	Design, Media & Management
School	Applied Management & Law
Name of Final Award	Master of Business Administration
NQF/FHEQ Level of Qualification	Level 7: Master's degree
QAA Benchmark Statement(s)	QAA Subject Benchmark Statement, Master's Degrees in Business and Management, January 2015
UCAS Code	N/A
Course Code(s)	MB5MBA1 – Bucks MB5MBA1 – Mont Rose College
Mode and Length of Study	Full time: 12 months
Number of Intakes	2: September and February – Bucks 2: September and February – Mont Rose College
Regime of Delivery	Attendance
Language of Study	English
Details of Accreditation	n/a
Month and Year valid from	01 September 2016
Month and year valid until	01 September 2021
Publication Date	15 July 2016 Revision dates: August 2017 (Mont Rose College franchise delivery), November 2017

Potential Student Profile / Criteria for Admission:

What the award is about and who the programme is aimed at:

The main aim of the International MBA full time programme is to enable successful students to perform effectively at middle management level and aspire to senior management positions, by using enhanced practical knowledge and reasoning ability based on the concepts and theoretical frameworks that they use within the course. It is internationally recognised as a career-development programme that builds on previous learning and experience and opens doors that might otherwise be closed to them. Typically, students will be junior or middle managers with ambition to develop their careers 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 students 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 International MBA offered by Bucks Business School is designed to meet all these aims.

Why students should choose this award:

The Bucks International MBA has been developed to address business leadership in an uncertain world of continuous disruption. It will provide a strategic and global view with recurring themes throughout of problem solving, creative thinking and developing empathy all within an international context. In addition, it 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. It is not intended to be a programme on managing international business but it is intended to be a programme about doing business in an international setting.

In addition, the learning processes are designed to meet students' many preferences and opportunities: for those students who wish to concentrate fully on their studies, this full time version will meet their needs. In particular, this will satisfy the needs of a number of international students whose circumstances (e.g. visa, finances) may prevent them from prolonged periods of study. The option of selecting the precise nature of the self-managed learning element (dissertation, consultancy project or negotiated work-based learning project) will enable students to influence not only the content of their studies but also the process and outcomes.

Opportunities available for students after completion of the award:

All Bucks Business School graduates benefit from a range of post-graduation support which could include help with developing new business ideas – via our Launchpad Clare Enterprise Centre, for example - or through our well-developed career service and alumni links. In terms of incomes, research into earnings of MBA graduates has shown that, on average, salaries were 50% higher on completion than pre-MBA levels (Yeaple, 2014)¹.

In addition, on completion of the award, students may be able to apply for Doctorate level programmes such as PhD or professional doctorate.

Expected entry qualifications, knowledge and skills that the entrant will have on entry to the programme:

Applicants to the International MBA will normally have obtained an Hons degree (or equivalent) and have at least 2 years post-graduation experience in a post carrying managerial or professional experience. The broad nature of the International MBA allows us to appeal to a broad range of applicants from across a diversity of subject disciplines or professions. The global nature of the International MBA allows us to appeal to applicants from different parts of the world. Students whose first language is not English or whose language of instruction at undergraduate level was not English will be required to demonstrate English proficiency at a score of IELTS level 6.5 or its equivalent. In keeping with the nature of MBAs across many other institutions, the programme specification will retain some flexibility to enable senior and experienced students 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 students can apply for Advanced Standing by Accreditation of Prior Certificated Learning (APCL) or Accreditation of Prior Experiential Learning (APEL); their application will be considered by the Course Leader or other member of the course team.

Those applying for advanced standing via APCL should have:

- a Post Graduate Certificate in Business Administration (or equivalent) for those students wishing to enter direct onto Part 2; or
- a Post Graduate Diploma in Business Administration (or equivalent) for those students wishing to enter direct onto Part 3.

Non-standard qualifications will be subject to a mapping exercise against our PG Cert or PG Dip to ensure equivalence.

¹ Yeaple R (2014) *MBA Pay*, <http://www.forbes.com/sites/ronaldyeaple/2014/03/17/mba-alumni-profile-2/#23686670503e> [accessed 29 June 2016]

SECTION B: PROGRAMME AIMS, OUTCOMES, LEARNING, TEACHING & ASSESSMENT METHODS

Programme Aims

The main educational aims of the programme are to:

- Develop a strategic, integrated and holistic perspective on organisations and management through a study of management at:
 - An individual, group and organisational behavioural level
 - A functional, process and strategic level
 - At local, national and international level.and through reflection on prior experience (both personal and within the cohort)
- Prepare for a senior management career through the development of enhanced personal and interpersonal skills and, in particular, leadership capability and skills in facilitating change in organisation and business and development.
- Equip students with an advanced understanding of concepts and current and pervasive issues in international business and management.
- Enable students to anticipate and address risks that may adversely affect their business thereby helping to ensure future business resilience and sustainability.
- Develop the critical thinking, analytical and research skills needed to make logical arguments and creative contributions to improve business and management practice.
- Be more self-aware of their strengths and aspirations so as to identify potential career development paths.
- Contribute to society at large by enhancing life-long learning skills and personal development.

Programme Learning Outcomes

On successful completion of the **Postgraduate Certificate in International Business**

Administration a graduate will be able to:

A. Knowledge and Understanding

1. Critically analyse the impact of contextual forces on organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance
2. Critically evaluate the concepts, processes and institutions in the production and marketing of goods, services and operations
3. Demonstrate a critical understanding of the sources, uses and management of resources of the business enterprise or other forms of organisations: finance, materials, talent
4. Select from a range of concepts relating to the management and development of people within organisations: organisational theory, behaviour, HRM, change management, leadership

B. Intellectual/Cognitive Skills

1. Undertake a situation analysis using research-based evidence and applying analytical models and frameworks.
2. Critically analyse and evaluate information and knowledge.

C. Practical Skills

1. Critically evaluate individual and team performance in relation to overall business performance.
2. Evaluate and utilise numeracy and quantitative skills including the use of models of business situations.
3. Make effective use of Communication and Information Technology (CIT).

D. Key/Transferable Skills

1. Develop self-confidence and emotional intelligence among peers and colleagues.
2. Evaluate alternative strategies to meet stakeholder requirements.

3. Effectively use written and oral communication skills to present information in a coherent and persuasive manner.
4. Display numeracy and quantitative skills in order to manipulate financial and non-financial data.

In addition to the above, on successful completion of the **Postgraduate Diploma in International Business Administration**, a graduate will be able to:

A. Knowledge and Understanding

5. Critically analyse and evaluate theories, methodologies and approaches to organisational strategies
6. Display critical and creative thinking to include analysis, synthesis and critical appraisal

B. Intellectual/Cognitive Skills

3. Contribute to the development, management and exploitation of information systems and their impact on organisations
4. Select and use relevant communication and information technologies for application in business and management within a global knowledge based economy
5. Critically analyse and develop appropriate business policies and strategies within a changing context to meet and protect stakeholder interests
6. Interpret and critically evaluate a range of contemporary and pervasive issues which may change over time. Illustrative examples may include innovation, creativity and enterprise; e-commerce, knowledge management; sustainability, business ethics, values and norms; globalisation

C. Practical Skills

4. Anticipate, manage and respond to major incidents and change in a dynamic and global environment.
5. Evaluate risk management issues and contingency planning techniques.

D. Key/Transferable Skills

5. Critically analyse data and information in order to draw well-informed and reasoned conclusions
6. Work effectively with multiple teams as leader or member.

In addition to the above, on successful completion of the **International Masters in Business Administration**, a graduate will be able to:

A. Knowledge and Understanding

7. 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.
8. Critically reflect on one's own practice in relation to published literature through an extended dissertation project

B. Intellectual/Cognitive Skills

7. Critically evaluate and use a range of quantitative and qualitative methods for providing information and evaluating options in an uncertain business environment
8. Demonstrate an in-depth critical understanding of a chosen aspect of business or management through an extended self-managed dissertation project.

C. Practical Skills

6. Display empathetic and effective two-way communication skills including listening, negotiating and persuading or influencing others.
7. Design, implement and critique research into business and management issues.
8. Conduct, under supervision, an independent piece of empirical research or problem-based learning demonstrating a mastery of the subject area.

D. Key/Transferable Skills

7. Incorporate a critical ethical dimension to their practice, managing the implications of ethical dilemmas and works proactively with others to formulate solutions.
 8. Use personal reflection to analyse self and own actions.
 9. Make 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.

Table 1: Programme Skills Matrix – Assessment

Module Code	Information Acquisition	Critical thinking, analysis and synthesis	Self-reflection and Criticality	Communication Skills: Oral	Communication Skills: Written	Information & Communications Technology (ICT)	Numeracy & Quantitative Skills	Problem Solving & Decision Making	Independent & Self-managed Learning	Working with Others
MB701	☒	☒	☒	☐	☒	☒	☒	☒	☒	☐
MB702	☒	☒	☐	☐	☒	☐	☐	☒	☐	☐
MB703	☒	☒	☐	☐	☒	☐	☐	☒	☒	☐
MB704	☒	☒	☐	☐	☒	☒	☒	☐	☐	☐
MB705	☒	☒	☐	☒	☒	☐	☐	☒	☒	☐
MB706	☐	☒	☒	☐	☒	☒	☒	☒	☐	☐
MB707	☒	☒	☐	☒	☒	☐	☐	☒	☒	☐
MB708	☒	☒	☐	☐	☒	☒	☒	☒	☒	☐
MB709	☒	☒	☒	☐	☒	☒	☐	☒	☒	☐
MB710	☒	☒	☒	☐	☒	☒	☐	☒	☒	☐
MB711	☒	☒	☒	☐	☒	☐	☐	☒	☒	☒

Learning, Teaching and Assessment Methods to achieve the Programme Learning Outcomes

The structure of the programme runs across 12-15 months (depending on when a particular cohort starts) with 180 credits being attained over this period.

Students study 8 modules which carry 15 credits and a final self-managed learning module (dissertation, consultancy project or negotiated work based learning project) which carries 60 credits.

A comprehensive Induction Programme will be held in Week 0 to ensure students have the necessary base and study skills to benefit fully from the course. Students study four concurrent modules (MB701, MB702, MB703 and MB704) in Part 1 (Semester 1) and four concurrent modules (MB705, MB706, MB707 and MB708) in Part 2 (Semester 2). Personal development and research skills are taught in both semesters but receive a greater focus in Part 2. This builds up to Part 3 which consists

of the self-managed learning module: Dissertation, Consultancy Project or Negotiated Work Based Learning Project.

Class sessions comprise of a range of activities including interactive lectures, discussions, group work, presentations and business simulation games. These relate to topics that are set in a scheme of work for each module. Learning outcomes for the programme and specific modules are applied to the content under discussion at each session. A consistent approach in this is the relationship of theory to practice. Students are introduced to theories and content; discussion applies this to their experience and to case studies. Core texts are recommended for each module.

Students are assisted to further reading by the use of Blackboard and Library databases. This provides them with continuous access to learning materials, discussion boards, wikis as well as the full range of library facilities.

Throughout the award 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 though – the programme team make regular 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 help to enable students to develop important personal skills needed to proceed with their careers in business organisations.

The assessment tasks include individual assignments, examinations, Time Constrained Assessment, case study analysis, personal presentations and postings to online discussion fora in a combination designed to assess and meet the stated aims and the required learning outcomes.

The dissertation and project modules have a regular discussion forum which will be facilitated by the tutor to check understanding, give formative feedback and allow peer assisted learning. Even though the dissertation and projects are highly individual pieces of work, some students benefit from working in action learning sets – and these will be facilitated by the tutors in addition to individual supervision meetings. These allow for peer-to-peer learning as well as peer-to-peer formative assessment. Such interactive activities help students to gain from different perspectives as well as develop their abilities to work collaboratively in a multi-cultural group.

The assessment strategy is designed to ensure that learning outcomes are achieved and that there is a development of knowledge and skills. Independent learning is embedded within the programme and students develop a depth of understanding via synthesis, critical analysis and evaluation. Assessments are by coursework and examination/TCA with some modules being assessed by coursework only. Coursework takes several forms such as individual report, individual presentation or reflective portfolio. The importance of the notion of learning from personal reflection is emphasised by the inclusion of the need for personal reflection in many of the assessments; even though not necessarily contributing to the mark awarded, the team believe that such reflective skills are an important habit to develop. Such assessment tasks, then, help to prepare students for similar challenges in their careers – with managers at all levels and in all types of organisations increasingly needing to be able to communicate ideas in different ways: face-to-face or remote, with or without planning time, solo or with colleagues.

Formative assessment is provided for in each module – students learn from feedforward as well as feedback. Such support is provided in a number of different ways such as: face-to-face in class student discussions with tutors or peers, formative assessments, tutor guidance and comment on draft work. The programme team also offer remote help through, for example, Skype or similar.

Assessment loads across the programme are monitored carefully to avoid imbalance or too many instances of clusters – although this latter point cannot be totally avoided given the nature of timetabled study. The programme team work to ensure that assessments are spread and are equivalent sizes such as word counts.

More detailed teaching and learning strategies for each module can be found in the individual module descriptors.

Work-Based Learning

Buckinghamshire New University aims to embed skills relevant to employability into its curriculum. Therefore all programmes will include elements of work-based or placement learning into its approaches to learning, teaching and assessment and offer students work-based learning opportunities. This aim is achieved in this programme by in several ways such as the inclusion of choice of Consultancy Project or Negotiated Work Based Learning Project as alternatives to the Dissertation. These project modules are ideal for students who are already working in an organisation – whether this is as an employee (full time or part time, permanent or temporary, employed or self-employed) or as a volunteer or as an intern. In these circumstances, much of the learning involved in completing the project will occur in the workplace, involving real work-based tasks. These go much further than work-related learning that might involve company visits, insight days or an attachment, learning **from** work as well as learning **for** work.

In addition, many of the assessments within the programme will require students to relate concepts or ideas to organisational settings. This helps develop not only their skills of application of business ideas but also their skills of critical reflection.

SECTION C: PROGRAMME STRUCTURE(S)

Table 2: Programme Structure Table

Bucks New University & Mont Rose College

September Entry

Course Title		International Master of Business Administration							
Course Code		MB5MBA1							
Mode of Study		Full Time							
Credit Value		UK	180	ECTS			90		
Module Code	Module Title	QCF/FHEQ Level	Course Stage / Year	Status in Award (<i>Core / Optional</i>)	Credit Value	Assessment Regime			Semester Taught *
						Written Exam %	Coursework %	Practical %	
MB702	Marketing Strategy in an 'Always On' World	7	1	C	15		60%	40%	S1
MB705	Strategic Leadership	7	1	C	15		100%		S1
MB707	Organisational Resilience	7	1	C	15		100%		S1
MB708	Digital Leadership	7	1	C	15		100%		S1
MB701	International Management of Finance	7	1	C	15	60%	40%		S2

MB703	Leading, Managing and Developing Talent	7	1	C	15		100%		S2
MB704	International Logistics and Operations Performance	7	1	C	15	50%	50%		S2
MB706	Project Management	7	1	C	15	50%	50%		S2
The above modules are all compulsory. In addition, students will need to select and complete one of the following modules: *Mont Rose College will deliver MB709 Dissertation from the Options list below									
MB709	Dissertation	7	1	O	60		100%		S3
MB710	Consultancy Project	7	1	O	60		100%		S3
MB711	Negotiated Work Based Learning Project	7	1	O	60		100%		S3

* The modules have no prerequisites therefore they can be delivered in any order to allow greater flexibility and efficiency.

February Entry

Course Title		International Master of Business Administration							
Course Code		MB5MBA1							
Mode of Study		Full Time							
Credit Value		UK	180	ECTS		90			
Module Code	Module Title	QCF/FHEQ Level	Course Stage / Year	Status in Award ([C]ore / [O]ptional)	Credit Value	Assessment Regime			Semester Taught *
						Written Exam %	Coursework %	Practical %	
MB701	International Management of Finance	7	1	C	15	60%	40%		S1A
MB703	Leading, Managing and Developing Talent	7	1	C	15		100%		S1A
MB704	International Logistics and Operations Performance	7	1	C	15	50%	50%		S1A
MB706	Project Management	7	1	C	15	50%	50%		S1A
MB702	Marketing Strategy in an 'Always On' World	7	1	C	15		60%	40%	S2A
MB705	Strategic Leadership	7	1	C	15		100%		S2A
MB707	Organisational Resilience	7	1	C	15		100%		S2A
MB708	Digital Leadership	7	1	C	15		100%		S2A
The above modules are all compulsory. In addition, students will need to select and complete one of the following modules: *Mont Rose College will deliver MB709 Dissertation from the Options list below									

MB709	Dissertation	7	1	O	60		100%		S3A
MB710	Consultancy Project	7	1	O	60		100%		S3A
MB711	Negotiated Work Based Learning Project	7	1	O	60		100%		S3A

* The modules have no prerequisites therefore they can be delivered in any order to allow greater flexibility and efficiency.

Table 3: Mapping of Programme Outcomes to Modules

Level 7 PG Certificate in International Business Administration

Programme Outcome	MB701	MB702	MB703	MB704	MB709/ 10/11
A. Knowledge and Understanding					
A1	✓	✓	✓	✓	✓
A2		✓	✓		✓
A3	✓		✓	✓	
A4			✓	✓	✓
B. Intellectual / Cognitive Skills					
B1		✓		✓	✓
B2	✓	✓	✓	✓	✓
C. Practical Skills					
C1	✓		✓	✓	✓
C2	✓			✓	✓
C3		✓		✓	✓
D. Key / Transferable Skills					
D1		✓	✓		✓
D2	✓	✓		✓	✓
D3	✓	✓	✓	✓	✓
D4	✓			✓	✓

Level 7 PG Diploma in International Business Administration

Programme Outcome	MB701	MB702	MB703	MB704	MB705	MB706	MB707	MB708	MB709/ 10/11
A. Knowledge and Understanding									
A5	✓			✓			✓	✓	
A6				✓	✓	✓	✓	✓	✓
A7		✓			✓	✓	✓	✓	
A8	✓	✓	✓	✓	✓	✓	✓	✓	✓
B. Intellectual / Cognitive Skills									
B3	✓	✓	✓	✓	✓	✓	✓	✓	✓
B4					✓	✓	✓	✓	✓
C. Practical Skills									
C4							✓	✓	✓
C5						✓	✓	✓	✓
D. Key / Transferable Skills									
D5						✓		✓	✓
D6					✓		✓		✓

Level 7 International Master of Business Administration

Programme Outcome	MB701	MB702	MB703	MB704	MB705	MB706	MB707	MB708	MB709	MB710	MB711
A. Knowledge and Understanding											
A9									✓	✓	✓
A10									✓	✓	✓
B. Intellectual / Cognitive Skills											
B5									✓	✓	✓
B6									✓	✓	✓
C. Practical Skills											
C6			✓		✓				✓	✓	✓
C7									✓	✓	✓
C8									✓	✓	✓
D. Key / Transferable Skills											
D7					✓	✓		✓	✓	✓	✓
D8			✓		✓				✓	✓	✓
D9							✓		✓	✓	✓
D10					✓				✓	✓	✓

SECTION D: CONTACT HOURS

Table 4: Breakdown of Contact Hours

Year of course	Scheduled Learning and Teaching Activities	Guided Independent Study	Placement / Study Abroad	Total
Year One	403	1397		1800
Total	403	1397		1800

SECTION E: ASSESSMENT REGULATIONS

This programme conforms to the approved University procedures as detailed on the University website.

The following modules will be non-compensable:

- MB709 Dissertation
- MB710 Consultancy Project
- MB711 Negotiated Work Based Learning Project

As part of Module MB756 Project Management, students will have the knowledge to sit the PRINCE2 foundation exam. This is not included in the assessment of the IMBA programme, does not count towards the module/programme credits and is not arranged by the University or delivery partner. Support will be given by the relevant department in finding a certified provider.

The calculation of this award will be based on level 7 at 100% weighted.

The exit awards available through this programme are:

- PG Certificate in International Business Administration (60 credits)
- PG Diploma in International Business Administration (120 credits)
- International Master of Business Administration (180 credits)

This programme will be covered by the following University regulations: *Academic Assessment Regulations*

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