



Programme Specification (Postgraduate)

FOR ENTRY YEAR: 2024/25

Date created: 20/11/2020

Last amended: 16/05/2024

Version no. 2

1. Programme title(s) and code(s)

Master of Business Administration (MBA)
Postgraduate Diploma Business Administration *
Postgraduate Certificate Business Administration

Master of Business Administration (MBA) (Marketing)
Postgraduate Diploma Business Administration (Marketing)*
Postgraduate Certificate Business Administration (Marketing)*

Master of Business Administration (MBA) (Finance)
Postgraduate Diploma Business Administration (Finance)*
Postgraduate Certificate Business Administration (Finance)*

Master of Business Administration (MBA) (Business Analytics)
Postgraduate Diploma Business Administration (Business Analytics) *
Postgraduate Certificate Business Administration (Business Analytics) *

Notes

* An award marked with an asterisk is only available as an exit award and is not available for students to register onto.

[HECOS Code](#)

Master of Business Administration (MBA)

HECOS Code	%
100078 Business and Management	100

Master of Business Administration (MBA) (Marketing)

HECOS Code	%
100078 Business and Management	50
100075 Marketing	50

Master of Business Administration (MBA) (Finance)

HECOS Code	%
100078 Business and Management	50
100107 Finance	50

Master of Business Administration (MBA) (Business Analytics)

HECOS Code	%
100078 Business and Management	100

2. Awarding body or institution

University of Leicester

3. a) Mode of study

Part-time

b) Type of study

Distance learning

4. Registration periods

The normal period of registration for the Master of Business Administration is 30 months.

The accelerated-route period of registration for the Master of Business Administration is 24 months

The maximum period of registration for the Master of Business Administration is 60 months.

The normal period of registration for the Postgraduate Certificate in Business Administration is 12 months.

The maximum period of registration for the Postgraduate Certificate in Business Administration is 24 months.

5. Typical entry requirements

Candidates should normally have:

- 1) at least one of the following
 - a) a second-class (or above) Undergraduate honours degree from a recognised HEI ,
 - b) a postgraduate diploma from a recognised HEI , or
 - c) a relevant graduate level professional qualification, such as the Association of Chartered Certified Accountants (ACCA) Chartered Certified Accountant qualification or Chartered Institute of Management Accountants (CIMA) Professional Qualification;
- 2) a minimum of three years relevant postgraduate work experience, defined as having worked in a supervisory, managerial or professional role;
- 3) (when English is not their first language), passed IELTS with a mark of 6.5, TOEFL iBT with a mark of 90, or the University of Leicester English Language Test with a mark of 6.5, or met the University's English regulations by other means as stated in Senate Regulation 1. Further information about meeting the University's English requirements can be found here: www.le.ac.uk/englishskills

Applicants who have the potential to meet the Postgraduate Certificate in Business Administration or the MBA learning requirements but do not hold the academic or professional qualifications outlined above may be considered if they have five or more years of relevant work experience in a supervisory, managerial or professional role. Applicants considered on this basis are required to have

- achieved a GMAT score of 550+ within the past 5 years or
- successfully completed a 400 word online essay in 1 hour followed by a 30-minute welcome conversation with the MBA Programme Director or Deputy Director

6. Accreditation of Prior Learning

Accreditation of Prior Learning will be accepted for the MBA programme from students who already hold 60 credits from the Postgraduate Certificate in Business Administration programme studied at the University of Leicester provided that students return to their studies within 5 years. We will not accredit prior learning from any other programme. The available maximum period of registration for a returning student who holds 60 credits will be allocated on a pro-rata basis (according to the students intended award).

7. Programme aims

By the end of this programme students should be able to:

- lead individuals, teams and organisations to achieve organisational objectives and improve the wellbeing of individuals, organisations, communities and societies,
- think critically, reflectively, and strategically,
- make decisions and manage decision-making in an evidence-based way,
- manage and integrate across functional areas,
- work for an inclusive and sustainable global economy and be generators of sustainable value for their organisation and society at large,
- manage their career and professional development and engage in life-long learning.

8. Reference points used to inform the programme specification

Internal reference points:

- [University of Leicester Education Strategy](#)
- [University of Leicester Assessment Strategy](#) [log in required]
- [University of Leicester Periodic Development Review](#)
- External Examiners' reports

External reference points:

- [Association of MBAs \(2022\) MBA Accreditation Criteria](#)
- [AACSB \(2020\) Guiding Principles and Standards for Business Accreditation](#)
- [Quality Assurance Agency for Higher Education \(2023\) Subject Benchmark Statements: Master's Degrees in Business and Management \(Type 2\)](#)
- [The United Nations \(2015\) Transforming our world: the 2030 Agenda for Sustainable Development](#)
- [The United Nations \(2012\) Global Compact initiative Principles for Responsible Management Education \(PRME\)](#)
- [Centre for Evidence Based Management \(2015\) Basic principles of evidence-management practice](#)
- Framework for Higher Education Qualifications

9. Programme Outcomes

A student on the Postgraduate Certificate in Business Administration programme would complete the following modules: MN7701, MN7702 and MN7708.

A student on the MBA programme would complete the following modules: MN7701, MN7702, MN7703, MN7704/MN7705 /MN7711, MN7708 and MN7709/MN77XX.

a) Discipline specific knowledge

Intended learning outcomes	Teaching and learning methods	How demonstrated
Postgraduate Certificate Level		
<p>Demonstrate broad knowledge of and the advanced ability to synthesize, evaluate, and apply in professional practice, principles, theories, methods, and research evidence of:</p> <ul style="list-style-type: none"> a) organizational theory and behaviour, including interpersonal communications; b) general operational and strategic management and leadership, c) human resource management, including the issues of equality, diversity, and inclusion; d) change management, e) operations and supply chain management; f) marketing of goods and services; g) innovation, creativity, and intra- and entrepreneurship; h) corporate finance; i) management accounting; j) micro and macroeconomics; k) big data, analytics, digital transformation, and their managerial applications; l) business policy and strategy; m) ethics, corporate social responsibility (CSR), sustainability, and environment, social, and governance (ESG) framework n) the impact of economic, political, legal/regulatory, technological, social, and cultural forces on organisations, in national and international contexts 	<p>Online study guide (with text, podcasts, video, and interactive exercises) and required readings; pre-recorded online lectures; synchronous online seminars; faculty-mediated lecture and seminar Blackboard discussion forums</p>	<p>(a)-(d), (n): MN7701 written examination and individual assignment, and MN7708 learning and professional development portfolio (LPDP) (e)-(g), (n): MN7702 written examination and individual assignment, and MN7708 LPDP (h)-(m), (n): MN7703 written examination and individual assignment, and MN7708 LPDP</p>
Postgraduate Diploma level (specialisms)		
<p>Demonstrate an advanced level of knowledge and the ability to synthesize, evaluate, and apply in professional practice, principles, theories, methods and research evidence in a specialist area out of the following four areas:</p>	<p>Online study guide (with text, podcasts, video, and interactive exercises) and required readings; pre-recorded online lectures; synchronous online seminars; faculty-mediated lecture and seminar Blackboard discussion forums</p>	

(1) strategic human resource management		MN7708 LPDP
(2) financial management for corporate policy and strategy		MN7705 individual and group assignment and MN7708 LPDP
(3) international marketing communications, brands, and relationships		MN7704 individual and group assignment and MN7708 LPDP
(4) business analytics, data analysis, and their managerial applications		MN7711 individual and group assignment and MN7708 LPDP
Master level		
Demonstrate a critical understanding organisational research and consultancy principles and methods and ability to employ it to design and conduct a research project examining an organizational, industry, market, or management issue or an organizational improvement, intrapreneurial, or entrepreneurial project; demonstrate the ability and skills to clearly and persuasively communicate the results and recommendations of the project	As above, plus individual online, telephone or face-to-face meetings between a student and their Project Supervisor	MBA project (MN7709)

b) Subject specific/managerial and transferable skills

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
(i) Critical thinking		
[be able to] Interpret, conceptualise, analyse, synthesise, and evaluate information from various sources, using professionally accepted principles and techniques (e.g., evidence-based management)	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	core and option module examinations and assignments, LPDP, MBA Project
(ii) Creative thinking, innovation and entrepreneurship		
Generate, evaluate, develop, and apply new ideas in organizational context, stimulate creativity and innovation in groups/teams, and identify, assess, and pursue entrepreneurial opportunities, using professionally accepted structured approaches to creativity, innovation, and intra/entrepreneurship	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	MN7702 examination and assignment, LPDP
(iii) Strategic thinking		
Analyse complex strategic problems using a structured approach and relevant management information, and develop robust strategies for solving problems and pursuing opportunities, within the resource constraints	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	MN7703 examination and assignment, LPDP
(iv) Decision making and problem solving		
Analyse complex problems, generate multiple solutions, evaluate them based on relevant criteria (e.g., efficiency, sustainability), develop and implement the plans for solving these problems, review the implementation outcomes, and identify learning lessons for the future	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	core and option module exams and assignments, MBA Project
(v) Information and communication technology and systems, data and analytics		
Apply business/data analysis techniques in management context; plan, organize, and lead digital transformation projects	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	MN7703 assignment, workshops Option module MN7711X
(vi) Reflective thinking and self-awareness		
Critically reflect on the own skills, abilities, personality, values, and leadership, conflict resolution, and negotiation styles, using the appropriate frameworks and self-assessment techniques; apply the resulting self-knowledge to develop effective behaviours for managing others in organizational context	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	MN7701 examination and assignment; MN7708, LPDP
(vii) Organisational research and consulting		
Competently formulate a valid research question, design a research project and data collection instruments, and carry out data collection and analysis, using appropriate business research methods; accurately and persuasively present findings, and make and justify recommendations;(for organization-based projects) apply a consulting process framework	Online study guide, lectures, seminars, individual supervision, faculty- mediated Blackboard discussion forums and workshops.	MN7709 MBA Project
(viii) Ethics, corporate social responsibility and sustainability		
Critically apply ethical, ESG, and sustainability principles criteria to management decisions; develop and promote CSR and sustainability initiatives	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	MN7703 assignment
(ix) Communication and data presentation		
Assess the communication purpose, target audience, available media, and context, and design and deliver effective written and oral communications; present qualitative and quantitative data in the format most conducive to their reception by the intended audience	Online study guide, lectures, seminars, individual supervision, faculty- mediated Blackboard discussion forums and workshops.	MN7701 assignment Option module 7711
(x) Working with others in groups and teams		

Utilise insights and evidence from organizational behaviour research to compose an effective team, define its direction and norms, and identify supporting conditions for effective performance; diagnose and repair team problems; work effectively and supportively as a team leader or a team member	Online study guide, lectures, seminars, group assignments, faculty- mediated Blackboard discussion forums and workshops.	MN7701 examination, option module group assignment
(xii) Negotiation and conflict resolution		
Critically appraise the interests of parties in a negotiation and employ appropriate negotiation styles and strategies	Online study guide, lectures, seminars, group assignments, faculty- mediated Blackboard discussion forums and workshops.	
(xiii) Leading and leadership		
Apply a breadth of knowledge of leadership styles and behaviours to the development of one's own effective leadership	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	MN7701 assignment
(xiv) Managing performance		
Constructively review past performance, correctly set performance goals, and propose interventions to support performance enhancement; critically analyse and improve organizational performance management processes, using the relevant human resource management principles and techniques	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	MN7701 examination Option module 7711
(xv) Managing change		
Utilise a breadth of theoretical insights to understand and apply the methods of managing change appropriate to the circumstances	Online study guide, lectures, seminars, faculty- mediated Blackboard discussion forums and workshops.	
(xvi) Career management and life-long learning		
Demonstrate theory-informed self-awareness of knowledge, skills, abilities, personality and motivations in relation to career development; establish personal career goals, develop action plans to achieve those, and regularly evaluate progress towards these goals	Online study guide, lectures, seminars, portfolio development, faculty- mediated Blackboard discussion forums and workshops.	MN7708 Learning and Professional Development Portfolio

10. Special features

Specialisms

Students may choose to pursue an MBA with a named specialism. To be awarded an MBA with specialism, a student is required to register for this specialism and successfully complete the core modules, the option module approved for this specialism, and the MBA project in that specialism.

Specialism	Approved option module
MBA (Marketing)	MN7704 Managing International Marketing Communications, Brands and Relationships
MBA (Finance)	MN7705 Managing Finance for Corporate Policy and Strategy
MBA (Business Analytics)	MN7711 Managing Data, Analysis and Application

Attendance and participation

Students on the MBA programme are required to complete a minimum of 500 hours of synchronous and asynchronous interaction between the student and the faculty, including:

- a minimum of 120 synchronous interaction completed through online seminars, online and residential workshops, MBA Project supervision, and the Leicester Masterclass, and
- a minimum of 380 learning hours completed through asynchronous engagement with online lectures and discussion forums.

Students on the Postgraduate Certificate in Business Administration programme are required to complete a minimum of 30 hours of synchronous interaction between the student and the faculty in online seminars, residential and online workshops, and the Leicester Masterclass

11. Indicators of programme quality

Academic quality is maintained by adhering to the ULSB standards and University of Leicester's regulations. Programmes are planned and reviewed annually through the Curriculum Planning and the Annual Developmental Review process. External examining of programme content and assessment provides external validation and comparison to competitor programmes. Coordination between the programme academic team and professional services ensures consistent high-quality student experience.

Accreditation: The MBA programme is accredited by the Association of MBAs (AMBA) and adheres to the [Association of MBAs \(2016\) MBA Accreditation Criteria](#)

Benchmark QAA: The MBA programme adheres to [Quality Assurance Agency for Higher Education \(2023\) Subject Benchmark Statement Master's Degrees in Business and Management \(Type 2: MBA\)](#)

12. Criteria for award and classification

This programme follows the standard scheme of taught postgraduate award and classification set out in [Senate Regulations](#) – see the version of *Senate Regulation 6 governing taught postgraduate programmes of study* relevant to year of entry.

The following additional award requirements for this programme have been approved:

- As stipulated by the AMBA MBA Accreditation Criteria (2016), to be considered for the award of MBA degree, a student must have accumulated at least 120 synchronous contact hours throughout the course of studies on the programme.
- To allow for potential progression onto the MBA programme, a Postgraduate Certificate in Business Administration student must have accumulated at least 30 synchronous contact hours throughout the course of studies on the programme.

13. Progression points

As defined in [Senate Regulations](#) - refer to the version of *Senate Regulation 6 governing taught postgraduate programmes of study* relevant to year of entry.

The following additional progression requirements for this programme have been approved:

- An MBA student's progress onto the MBA project (MN7709 or renamed as MN77xx) is only permissible on accumulation of 92 synchronous hours.

In cases where a student has failed to meet a requirement to progress they will be required to withdraw from the course and a recommendation will be made to the Board of Examiners for an intermediate/exit award where appropriate.

14. Rules relating to re-sits or re-submissions

As defined in [Senate Regulations](#) - refer to the version of *Senate Regulation 6 governing taught postgraduate programmes of study* relevant to year of entry.

15. External Examiners reports

The details of the External Examiner(s) for this programme and the most recent External Examiners' reports for this programme can be found at exampapers@Leicester [log-in required]

16. Additional features (e.g. timetable for admissions)

N/A

Programme Specification (Postgraduate)

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Appendix 1: Programme structure (programme regulations)

The University regularly reviews its programmes and modules to ensure that they reflect the current status of the discipline and offer the best learning experience to students. On occasion, it may be necessary to alter particular aspects of a course or module.

Postgraduate Certificate in Business Administration

Credit breakdown

Status	Year long	Semester 1	Semester 2	Other delivery period
Core taught	n/a	n/a	n/a	60 credits
Optional	n/a	n/a	n/a	n/a
Dissertation/project	n/a	n/a	n/a	n/a

60 credits in total

Level 7

Core modules

Delivery period	Code	Title	Credits
Choose an item.	MN7701	Managing and Developing People and Organisations	30 credits
Choose an item.	MN7702	Managing Value Creation Processes from Idea to Market	30 credits
	MN7703	Managing Finances and Strategic Decision-Making	30 credits
Choose an item.	MN7708	Learning and Professional Development Portfolio	15 credits

Notes

Modules are delivered October to March and April to September. The modules are taken in the following sequence: (1) MN7701, (2) MN7702 (3) MN7703. Module MN7708 commences at the start of the module MN7701 and concludes at the end of the MN7702. The exception is for the accelerated route, in which case (1) MN7701: (2/3) MN7702/MN7703-contemporaneously. Students then continue to their elective module.

Master of Business Administration

Credit breakdown

Status	Year long	Semester 1	Semester 2	Other delivery period
Core taught	n/a	n/a	n/a	150 credits
Optional	n/a	n/a	n/a	30 credits

180 credits in total

Level 7

Core modules

Delivery period	Code	Title	Credits
Choose an item.	MN7701	Managing and Developing People and Organisations	30 credits
Choose an item.	MN7702	Managing Value Creation Processes from Idea to Market	30 credits
Choose an item.	MN7703	Managing Finances and Strategic Decision-Making	30 credits
Choose an item.	MN7708	Learning and Professional Development Portfolio	15 credits
	MN77XX	Research methods and project proposal	15 credits
Choose an item.	MN7709	Organisational research and consultancy methods and the MBA Project	30 credits

Option modules

Delivery period	Code	Title	Credits
Choose an item.	MN7704	Managing International Marketing Communications, Brands and Relationships	30 credits

Delivery period	Code	Title	Credits
Choose an item.	MN7705	Managing Finance for Corporate Policy and Strategy	30 credits
	MN7711	Managing Data, Analysis and Application	30 credits

Notes

Modules are delivered October to March and April to September.

The modules are taken in the following sequence, unless the accelerated route is taken. In this case MN7702 and MN7703 are studied contemporaneously.

- (1) MN7701
- (2) MN7702
- (3) MN7703
- (4) Option module: one from the selection MN7704, MN7705, MN7711
- (5) MN7709

Module MN7708 commences at the start of the module MN7701 and concludes at the end of the option module.

Option module choice is subject to student number restrictions

Appendix 2: Module specifications

See taught postgraduate [module specification database](#) (Note - modules are organized by year of delivery).

Appendix 3: Co-curricular programme elements

The programme includes three co-curricular elements: (1) Personal and Professional Development Support, (2) Leicester Masterclass and (3) Workshops

(1) Personal and Professional Development Support

The Personal and Professional Development Support programme aims to develop core career management competencies required of MBA graduates. It has the following Intended Learning Outcomes:

1. To explain, with application to careers in general management, the current trends in jobs, careers, employment contracts, and labour markets; the roles of organisation and individual in career management and development; meanings of careers and career building, planning and opportunistic approaches, types of career patterns and paths, work role and career transitions
2. To demonstrate awareness of one's own knowledge, skills, abilities, personality and motivations, in relation to career development, and of the ways to assess those and identify strengths, limitations, and opportunities for development
3. To establish personal career goals and action plans to achieve those
4. To research and use labour market intelligence and identify relevant job opportunities in the internal and external labour markets; identify and use the talent management processes and opportunities for career development and progression within the employing organization
5. To identify learning opportunities to acquire competencies required to achieve career goals
6. To be able to apply the knowledge of career management to providing guidance to others, within the remit of a general manager role
7. To apply the knowledge of HRM processes (recruitment, selection, performance and reward management, training and development) and methods (e.g., selection methods, such as psychometric tests, assessment centres, and interviews) to one's own career development
8. To apply the knowledge and skills of oral, written and non-linguistic communication and negotiation in the context of one's own engagement with internal and external recruitment and selection and talent management processes (e.g., job interview, salary negotiation)
9. To appreciate the role of professional networking and social media and to effectively engage with professional networks and social media

It is delivered alongside the curricular elements throughout the programme. It is made up of a number of core elements:

- (a) **Executive Group Coaching Seminars.** As part of the MBA programme, students receive a series of interactive Executive Group Coaching (EGC) sessions to support their career, professional and personal development. These sessions are timetabled to align with module delivery and support module content, as well as the Learning and Professional Development Portfolio Reflections. The sessions are delivered live and are also recorded, with the slides and recording made available after the sessions. The EGC sessions are timetabled and delivered by external expert coaches and are interactive. Students are asked to submit questions in relation to the topic in advance of the session and these are addressed, in an interactive way, during the session.
- (b) **Personal and Professional Development Seminars.** These seminars are hour long, online, delivered by experts in their field and support all distance learning, including MBA, students, in their career, professional and personal development. Topics are wide ranging and take account of developments in workplace practice and professional development.
- (c) **Career Related Events.** Students have access to careers related events throughout the year, including:
 - the Annual Career Development Exhibition (CDE) - an event for all ULSB students considering key themes within careers and employability with 12 + live sessions delivered by expert speakers, including Alumni, Professional Bodies, Employers, Innovation Hub, and a wealth of resources to

support industry insight and career planning. The CDE has a different overarching theme each year to reflect the current climate and key themes in careers and professional development. For attendance at the CDE MBA students have the opportunity to gain 4 synchronous hours

- the annual Enterprise Event to support and inspire students interested in entrepreneurship, start up and development of an entrepreneurial mind-set;
- Expert and Inspirational Speaker Events, including speakers from professional bodies.

(d) **Other Resources.** MBA students have access to the ULSB Professional Development Resources Blackboard site which includes a wealth of careers and professional development resources. Students also have access to resources and support via our University Career Development Service and the Leicester Innovation Hub – support business start -up and enterprise.

Note that students are required to reflect on their engagement within their Learning and Professional Development Portfolio.

(2) Leicester Masterclass

Leicester Masterclass is a seven-day annual event held on the University of Leicester Business School campus (normally in August). It consists of a structured programme of academic and practice- oriented lectures, workshops, and activities, and social events. The aims are

- to develop knowledge and skills in the areas of particular interest to contemporary management, including (but not limited to): risk management, data analytics, project management, entrepreneurship and innovation, sustainability, and leadership
- to increase the student integration across cohorts and opportunities for networking

Leicester Masterclass delivers 48 hours of scheduled face-to-face synchronous contact hours between the faculty and the students.

(3) Workshops

Workshops are delivered twice a year. Residential workshops are delivered in August at the Global Study Centres: Leicester, UK, and Ras Al Khaimah, UAE. Online workshops are delivered in February. Each workshop delivers 16 hours of scheduled synchronous contact hours between the faculty and the students. Workshops aim to develop managerial skills in the areas of:

- leading and leadership
- entrepreneurship and creativity
- sustainability, social responsibility, and ethics
- negotiation and conflict resolution
- artificial intelligence, big data, and data analytics
- strategic decision making and integration across functional areas

The Leicester MBA Skills outcomes, namely, managing performance, managing change, leading and leadership, negotiation and conflict resolution, communication, working with others, ethics CSR and sustainability, ICT, information systems, and data analysis, strategic thinking, creativity and entrepreneurship, and critical thinking, are addressed through workshops and the Leicester Masterclass.