



Programme Specification (Postgraduate)

FOR ENTRY YEAR: 2022/23

Date created: 20/11/2020

Last amended: 20/11/2020

Version no. 1

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

- Master of Business Administration (MBA)/Postgraduate Diploma*/Postgraduate Certificate
- Master of Business Administration (MBA) (Marketing)/Postgraduate Diploma*/Postgraduate Certificate*
- Master of Business Administration (MBA) (Finance)/Postgraduate Diploma*/Postgraduate Certificate*
- Master of Business Administration (MBA) (Human Resource Management) /Postgraduate Diploma*/Postgraduate Certificate*

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

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) (Human Resource Management)

HECOS CODE	%
100078 Business and Management	50
100085 Human Resource Management	50

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 (MBA) is 30 months.

The maximum period of registration for the Master of Business Administration (MBA) 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 at least one of the following:

- a second-class (or above) Undergraduate honours degree from a recognised HEI
 - a postgraduate diploma from a recognised HEI
 - 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;
- and

Applicants need to have a minimum of three years appropriate and relevant postgraduate work experience, defined as having worked in a supervisory, managerial or professional role,

When English is not the first language of the candidate, the successful applicant must have either IELTS 6.5, TOEFL iBT 90 , or have passed 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 MBA learning requirements but do not hold the academic or professional qualifications outlined above may be considered if they have significantly more than three years of relevant work experience in a supervisory, managerial or professional role. Applicants admitted on this basis are also required to have achieved a [GMAT](#) score of 550+ within the past 5 years **or** are required to successfully complete a 400 word online essay completed in 1 hour followed by a 30-minute welcome conversation with the MBA Programme Director or MBA Deputy Programme 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:

The programme aims to “To inspire and enable future leaders to reflect and contribute positively to their organisations and our society”, through a commitment to diversity, community and difference.

By the end of this programme I 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 my organisation and society at large*
- Manage my career and professional development and engage in life-long learning

*Sustainable development includes “sustainable development and sustainable lifestyles, human rights, gender equality, a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture’s contribution to sustainable development” (as defined in. [United Nations \(2015\) “Transforming our world: the 2030 Agenda for Sustainable Development”](#), Sustainable Development Goal 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”)

8. Reference points used to inform the programme specification:

- QAA Benchmarking Statement
- Framework for Higher Education Qualifications (FHEQ)
- UK Quality Code for Higher Education
- [University Learning Strategy](#)
- [University Assessment Strategy](#)
- University of Leicester Periodic Developmental Review Report
- External Examiners’ reports (annual)
- United Nations Education for Sustainable Development Goals
- Student Destinations Data

External reference points:

- [Association of MBAs \(2016\) MBA Accreditation Criteria. London: Association of Masters in Business Administration](#)
- [The Association to Advance Collegiate Schools of Business \(2016\) Eligibility Procedures and Accreditation Standards for Business Accreditation. Tampa, FL: The Association to Advance Collegiate Schools of Business](#)
- [The Quality Assurance Agency for Higher Education \(2015\) Subject Benchmark Statement. Master’s Degrees in Business and Management. \(QAA1235 - June 15\). Gloucester, UK: The Quality Assurance Agency for Higher Education](#)
- [The United Nations \(2015\) Transforming our world: the 2030 Agenda for Sustainable Development](#) (in particular, Sustainable Development Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all)
- [The United Nations Global Compact initiative Principles for Responsible Management Education \(PRME\) \(2012\)](#)
- [The Center for Evidence-Based Management \(CEBMA\) \(2015\) “Evidence-Based Practice: The Basic Principles](#)
- The framework of managerial work requirements and concomitant competencies, developed by Dierdorff and Rubin (Dierdorff et al., 2009) and currently employed as a standard for assessing the relevance of MBA curriculum (Costigan and Brink, 2014; Rubin and Dierdorff, 2009; Rubin and Dierdorff, 2013)⁺

+ Dierdorff EC, Rubin RS and Morgeson FP (2009) The milieu of managerial work: An integrative framework linking work context to role requirements. *Journal of Applied Psychology* 94(4): 972–988.

Costigan RD and Brink KE (2014) Another Perspective on MBA Program Alignment: An Investigation of Learning Goals. *Academy of Management Learning & Education* 14(2): 260-276.

Rubin RS and Dierdorff EC (2009) How Relevant Is the MBA? Assessing the Alignment of Required Curricula and Required Managerial Competencies. *Ibid.*8): 208–224.

Rubin RS and Dierdorff EC (2013) Building a Better MBA: From a Decade of Critique Toward a Decennium of Creation *Academy of Management Learning & Education* 12(1): 125-141.

9. Programme Outcomes:

The following matrix breaks down the Programme Aims into specific Intended Learning Outcomes that can be demonstrated in particular modules (the modules are listed in the 'How Demonstrated' column).

For reference, a student on the Postgraduate Certificate in Business Administration programme would complete the following: MN7701, MN7702 and MN7708.

For reference, a student on the MBA programme would complete the following: MN7701, MN7702, MN7703, MN7704/MN7705/MN7707, MN7708 and MN7709.

a) Discipline specific knowledge

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<i>Postgraduate Certificate Level</i>		

<p>Demonstrate evidence-based knowledge of:</p> <ul style="list-style-type: none"> a) Individual and group behaviours in organisations; b) general management at operational and strategic levels; c) leadership in and of organisations; d) strategic human resource management; e) interpersonal relations and communications; f) managing change g) resources, systems and processes in organisations, including planning and design, production and operations, marketing, and sales/distribution of goods and services, and the management of thereof h) innovation, creativity, intrapreneurial and entrepreneurial behaviour, enterprise development, and the management of thereof i) financing of organisations, financial management, managerial applications of accounting, microeconomics and macroeconomics j) information and communication technology and information systems, digitization, (big) data and analytics and their business/ organisational and managerial applications; k) organisational polices and strategies, strategy development and implementation, strategic management, l) risk management and compliance m) ethics, corporate governance, corporate social responsibility, and sustainability and their implications for 	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>a), b) c) d) e) f) - MN7701 open book examination, assignments, and learning and professional development portfolio (MN7708)</p> <p>f); g). h), - MN7702 open book examination, assignments, and learning and professional development portfolio (MN7708)</p> <p>i), j), k), l), m), n), o) – MN 7702, MN 7703 – open book and written examinations, assignments, and learning and professional development portfolio (MN7708)</p>
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Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>n) management the impact of environmental (including economic, political, legal and regulatory, technological, social, and cultural) forces on organisations, in national and international contexts and the globalisation of various aspects of organisations and management</p> <p>o) prevalent international business and management standards and regional/national variations in business and management regulations, norms and practices</p>		
<i>Postgraduate Diploma level (specialisms)</i>		

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>In addition to the above, demonstrate advanced knowledge of a specialist area out of the following three areas:</p> <ol style="list-style-type: none"> 1. Strategic human resource management 2. Corporate finance 3. Managing international branding, communications, and marketing relationships 	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<ol style="list-style-type: none"> 1. MN7701, MN7707 – open book examination, Individual assignments, group assignment, and learning and professional development portfolio (MN7708) 2. MN7703, MN7705 – written examination, Individual and group assignments, and learning and professional development portfolio (MN7708) 3. MN7702 & MN7704 - Individual and group assignments, and learning and professional development portfolio (MN7708)
<i>Master Level</i>		

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
In addition to the above, demonstrate knowledge of organisational research and consultancy methods	<p>Online module consisting of 10 units with text and graphics</p> <p>Further required readings from a textbook and recommended readings from academic literature</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content</p> <p>Synchronous online seminars entailing students' individual oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion. Each seminar pertains to a particular key stage in planning and undertaking a research project, including formulating the research question, preliminary literature/research evidence review, research design, data collection methods, ethical approval, initial analysis results, and writing up of the project report. Students present brief summaries of these and report on progress</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to the individual written tasks for the seminars</p> <p>Individual online, telephone or face-to-face meetings between a student and their Project Supervisor</p> <p>Blackboard discussion forums for individual asynchronous discussions between a student and their Project Supervisor</p>	MBA project (MN7709)

b) Subject specific/managerial and transferable skills

- (i) Critical thinking

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Recognise and explain the skills of critical thinking, including: (1) Interpretation (categorization; decoding significance; clarifying meaning); (2) Analysis (examining ideas; detecting arguments; analysing argument); (3) Evaluation (assessing claims; assessing arguments); (4) Inference (querying evidence; conjecturing alternatives; drawing conclusions); (5) Explanation (stating results; justifying procedures; presenting arguments); (6) Self-regulation (self-examination; self-correction). Apply critical thinking principles and methods in authentic performance contexts</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7701, MN7702, MN7703, MN7704, MN 7705, MN7707. Written examinations, assignments, and learning and professional development portfolio (MN7708)</p>

(ii) Creative thinking, innovation and entrepreneurship

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Explain the role, nature, and different forms of innovation and entrepreneurship. Identify the key organisational factors that help or hinder innovative activity within an organisation. Analyse how ideas are generated, developed, and shaped during the innovation process. Apply creative thinking and innovative and entrepreneurial approaches in authentic performance contexts</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7702 – Open book examination, assignments, and learning and professional development portfolio</p>

(iii) Strategic thinking

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Summarise and apply the principal concepts, frameworks and techniques of strategic management, critically, in different contexts of application. Apply a structured approach to the analysis of complex strategic and financial decision-making problems, utilising relevant management information systems</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7703 - Written examination, assignments and learning and professional development portfolio (MN7709)</p>

(iv) Decision making and problem solving

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Apply the knowledge of decision making on individual, group and organisational levels in the context of authentic performance tasks. Identify individual, group and organisational problems pertaining to general management; apply relevant subject knowledge to generate multiple alternative solutions; evaluate solutions based on relevant criteria (e.g., effectiveness, efficiency, sustainability)</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7703 Written examinations, assignments, and learning and professional development portfolio (MN7708)</p>

(v) Information and communication technology and systems, data and analytics

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Apply the knowledge of information (including digital) and communication technologies and systems and of digitization, business 'big' data and analytics in management in the context of authentic performance tasks.</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7702 & MN7704 – open book examination, assignments, and learning and professional development portfolio</p>

(vi) Reflective thinking and self-awareness

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Apply the knowledge of organisational behaviour to reflect on one's own skills, abilities and personality, values and attitudes, and leadership, conflict resolution and negotiation styles</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7701 – open book examination, assignments, and learning and professional development portfolio (MN7708)</p>

(vii) Organisational research and consulting

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Identify and propose a valid research question in the field of management that allows to produce a traditional dissertation, an in company project, a business plan or a business case for a specific business problem. Carry out high-level research analysis and present findings accurately, clearly and concisely; make and justify recommendations</p> <p>Develop an independent, reflective and critical perspective throughout the MBA project that reflects upon strengths and weakness of personal skills and abilities as a researcher</p> <p>Apply a consulting process framework to an actual client engagement; explain the value of stakeholder engagement and how to apply it</p>	<p>Online module consisting of 10 units with text and graphics</p> <p>Further required readings from a textbook and recommended readings from academic literature</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content</p> <p>Synchronous online seminars entailing students' individual oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion. Each seminar pertains to a particular key stage in planning and undertaking a research project, including formulating the research question, preliminary literature/research evidence review, research design, data collection methods, ethical approval, initial analysis results, and writing up of the project report. Students present brief summaries of these and report on progress</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to the individual written tasks for the seminars</p> <p>Individual online, telephone or face-to-face meetings between a student and their Project Supervisor</p> <p>Blackboard discussion forums for individual asynchronous discussions between a student and their Project Supervisor</p>	<p>MBA Project (MN7709)</p>

(viii) Ethics, corporate social responsibility and sustainability

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Identify and address ethics, CSR and sustainability issues. Apply ethical and sustainability criteria to general management and functional management processes and decisions</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7703 - Written examination, assignments, and learning and professional development portfolio (MN7708)</p>

(ix) Communication (including data presentation)

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Summarise and explain the types of linguistic/oral and written (including presenting, listening and conversing) and non-linguistic/non-verbal (body language) communication. Analyse examples of communication behaviours using models of behaviour presented in text and multimedia formats. Demonstrate effective communication behaviour appropriate to the communication purpose, target/audience, media and context; utilise assertive communication where appropriate</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7702 – open book examination, assignments, and learning and professional development portfolio (MN7708)</p>

(x) Working with others, in groups and teams

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Identify and explain the determinants of group behaviour in organisations. Distinguish between different types of tasks; decide whether a team is appropriate for the task to be accomplished and what type of team is needed for the given task. Compose an effective team, define direction and norms of conduct for the team, and identify supporting conditions necessary for effective performance. Diagnose and repair problems within teams</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7701, MN7704, MN7705, MN7707 – open book examination, individual and group assignments, and learning and professional development portfolio (MN7708)</p>

(xi) Negotiation and conflict resolution

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Identify the types and sources of conflict within organisations. Identify and apply appropriate conflict management approaches. Analyse and assess the interests of different parties in a negotiation; identify and employ different negotiation styles and strategies; evaluate the factors that determine negotiation outcomes</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7701 – open book examination, assignments, and learning and professional development portfolio (MN7708)</p>

(xii) **Leading/leadership**

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Explain the dynamics of leadership and followership, identify leader traits and behaviours and followers' perceptions and attributions affecting leader effectiveness and apply this knowledge to developing own effective leadership behaviours</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7701 – open book examination, assignments, and learning and professional development portfolio (MN7708)</p>

(xiii) Managing performance

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Analyse and assess performance management processes and methods, and propose recommendations for improvement</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7701 – open book examinations, assignments, and learning and professional development portfolio (MN7708)</p>

(xiv) Managing change

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Explain the sources and the types of organisational change facing contemporary organisations, identify practical implications of different approaches towards resistance to change, and determine the methods of managing change appropriate to the circumstances.</p>	<p>Online module consisting of units with text, graphics, podcasts, video clips, and interactive exercises</p> <p>Asynchronous (pre-recorded) online lectures (voice over PowerPoint)</p> <p>Faculty-mediated Blackboard lecture discussion forums for questions, answers, comments and peer discussion pertaining to the lecture content and the postings from weekly individual written tasks</p> <p>Synchronous online seminars entailing students' individual and group oral presentations (supported by PowerPoint slides), instructor feedback and peer discussion</p> <p>Faculty-mediated Blackboard seminar discussion forums for questions, answers, comments and peer discussion pertaining to individual or teamwork-based written tasks</p> <p>Required and recommended readings of academic journal articles</p> <p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>MN7701 – open book examination, assignments, and learning and professional development portfolio</p>

(xv) Career management and life-long learning

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Recognise and explain, with application to careers in general management: the current national and international trends in jobs, careers, employment contracts, labour markets, and the impact of economic, technological, political and social environments on these; the roles of organisation (including the impact of organisational characteristics, such as size and ownership, and the roles of line management and HR function) 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</p> <p>Develop and demonstrate the awareness of one's own knowledge, skills, abilities, personality and motivations, in relation to career development, the ways to assess those and to identify strengths, limitations, and opportunities for development</p> <p>Evaluate career options and establish personal career goals and action plans to achieve those</p>	<p>Careers support and guidance are provided alongside the core modules (MN7701, MN7702, MN7703) and option modules (MN7704, MN7705, MN7707) through a series of on-line lectures, seminars and learning activities. Teaching and learning methods are designed to encourage critical reflection on the part of the learner in order to support a reflexive approach to their own career path and professional practice experiences.</p>	<p>Learning and professional development portfolio (MN7708)</p>

10. Special features

Specialisms

Students may choose to pursue an MBA with a named specialism. If a student registers for a particular specialism in their MBA, successfully completes the core modules, the option module approved for this specialism, and the MBA project in that specialism, s/he will be awarded an MBA with this specialism.

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.

(a) Accreditation references

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

Benchmark QAA:

The MBA programme adheres to:

[The Quality Assurance Agency for Higher Education \(2015\) Subject Benchmark Statement. Master's Degrees in Business and Management. \(QAA1235 - June 15\). Gloucester, UK: The Quality Assurance Agency for Higher Education](#)

12. Scheme of Assessment:

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) is only permissible on successful completion of MN7708 and accumulation of 92 synchronous hours.

If a student has failed to meet a requirement to progress they will be required to withdraw from the programme 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)

FOR ENTRY YEAR: 2022/23

Date created: 20/11/2020

Last amended: 20/11/2020

Version no. 1

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	Semester 1	Semester 2	Other delivery period
Core	n/a	n/a	60 credits
Optional	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
	MN7708	Learning and Professional Development Portfolio	n/a

Notes

The modules are taken in the following sequence:

1. MN7701
2. MN7702

Module MN7708 commences at the start of the module MN7701 and concludes at the end of the MN7702.

MBA in Business Administration

Credit breakdown

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

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
	MN7708	Learning and Professional Development Portfolio	n/a
	MN7709	Organisational research and consultancy methods and the MBA Project	60 credits

Option modules

Delivery period	Code	Title	Credits
Choose an item.	MN7704	Managing International Marketing Communications, Brands and Relationships	30 credits
Choose an item.	MN7705	Managing Finance for Corporate Policy and Strategy	30 credits
	MN7707	Managing Human Resources Strategically	30 credits

Notes

The modules are taken in the following sequence:

1. MN7701
2. MN7702
3. MN7703
4. Option module: one from the selection MN7704, MN7705 and MN7707
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.

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 (Human Resource Management)	MN7707 Managing Human Resources Strategically
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Updates to the programme

Academic year affected	Module Code(s)	Update

Appendix 2: Module specifications

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

Appendix 3: Additional information

Co-curricular programme elements

The programme includes three co-curricular elements: (1) Personal and Professional Development Seminars (see Principle 10), (2) Leicester Masterclass and (3) Workshops

1. Personal and Professional Development Seminars

The Personal and Professional Development Seminar series aims to develop core career management competencies required of MBA graduates. It is delivered alongside the curricular elements throughout the programme.

The Personal and Professional Development Seminars (and the broader MBA support outlined in Principle 10) programme 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

The Personal and Professional Development Seminar series include scheduled synchronous online seminars that deliver 8 -10 synchronous contact hours throughout the duration of the programme (approximately four per year for the normal period of registration of 30 months)

The series are supported by self-directed learning using the online Professional Development Resource (PDR)

Students are required to actively engage in the Personal and Professional Development Seminars, the Executive Group Coaching, Expert Seminars, career activities, and the Professional Development Resource. Students are required to reflect on their engagement within their Learning and Professional Development Portfolio.

2. Leicester Masterclass

Leicester Masterclass is a six-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

1. 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
2. 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 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.