Programme Specification

This programme specification is relevant to students entering:
01 September 2019

Associate Dean of School (Academic Quality Assurance):
Denise Ball

A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

Summary of amendments to the programme

<table>
<thead>
<tr>
<th>Date</th>
<th>Section</th>
<th>Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.05.18</td>
<td>Structure</td>
<td>Reduced core double module ‘Entrepreneurship and Enterprise Development’, to a single module and amended content/assessment accordingly, in line with student feedback. Added in new core ‘Strategic Information Management and Business Analytics’. Removed option ‘The Creative Economy’ and replaced with new option ‘Collaborative Governance’. Shortened the length of the programme through an adjustment to the Applied Individual Project running time.</td>
</tr>
</tbody>
</table>

If you have any queries regarding the changes please email AQO@herts.ac.uk
Programme Specification  MBA

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

Section 1

A. Programme Rationale

This AMBA accredited programme is designed as a career development generalist programme for those who have postgraduate relevant work experience on which to build the learning process. The emphasis of the programme is on leadership through strategic management and entrepreneurship. There is a distinctive, action-based professional orientation to the curriculum. The programme provides critical and applied study of contemporary and cutting-edge management theory, delivered through real business problems.

The MBA journey begins through engagement with the knowledge, understanding and critical awareness of the essential functions and processes of business enterprises, their diverse nature and governance, and the ethical dilemmas their senior managers face as they consider the complex external environments within which the organisations operate. In a curriculum informed by research active faculty, the core business areas of people management, financial management, strategic management and marketing and communications include coverage of diversity, business ethics and corporate governance, evolutionary economics, entrepreneurial mindsets and digital media.

The key objectives of Year 1 are to:

- facilitate understanding of the key sources of strategic advantage and value leveraging
- develop a strategic mind set and understanding for building organisational capacity
- develop understanding of individual potential and the ability to develop leadership and entrepreneurial skills.

Pursuing a critical, integrative and reflective approach from the outset, students are also supported in the development of their soft skills and professional development through a dedicated MBA coach and employability champion. Introduced in the reflection session at Induction and established in the unique mode of delivery in the “Leadership and Change” module, reflexivity is embedded in the teaching and learning approaches across the programme, from practical class-based and community-based projects, to experiential learning to reflective writing. Students learn to understand how they think and make decisions.

The “Entrepreneurship and Enterprise Development” module provides opportunity for students to design, develop and evaluate business enterprises and turnaround projects. Developing the global mind-set of students and an understanding of global economics and cultural diversity is the final core module “Managing and Working Across Cultures”.

Master’s Programme Specification / December 2018/
AS Review Date June 2018
The international dimension of the programme has been strengthened through the introduction of a reciprocal Study Trip with the AMBA accredited Berlin School of Economics and Law. This includes networking with Berlin MBA students, an interactive business game, as well as presentations linked to collaborative work by researchers from both locations on themes covered in the HBS MBA modules ‘People Management’ and ‘Managing and Working Across Cultures’.

The MBA culminates in the Applied Individual Project where students design and undertake an independent piece of research in the investigation of a strategic business issue on behalf of a client. Drawing on the taught modules and their knowledge of business research methods, students cultivate a creative and responsible approach to problem solving, using both facts and theoretical insights to identify and evaluate strategic options for the client.

The curriculum is underpinned throughout by the academic research, consultancy and professional practice undertaken by the School’s researchers. Through several modules, students have the opportunity to work in collaboration with business and / or social enterprises. MBA students benefit throughout the programme from guest lectures delivered by business practitioners. The MBA Masterclasses series features presentations by leading academics and senior executives from the commercial and the public sector, providing frequent networking opportunities with MBA Alumni and business associates. Also enhancing the MBA community experience are dedicated learning facilities at HBS.

AMBA Accreditation grants HBS MBA students with AMBA membership. This provides access to AMBA’s new exclusive online community of international MBA students and graduates, and over two hundred accredited business schools world-wide.

B. Educational Aims of the Programme
The programme has been devised in accordance with the University’s graduate attributes of programmes of study as set out in UPR TL03.

Additionally this programme aims to:
• deliver a contemporary, critical, integrated and applied programme of study at postgraduate level within the area of Business and Management;
• equip students with the analytical and personal skills to deal with complex issues systematically, creatively, and responsibly, and make sound judgements in the absence of complete data;
• offer opportunities for students to demonstrate leadership and entrepreneurship in tackling and solving problems, and to act autonomously in planning and implementing tasks at a professional or equivalent level;
• provide theoretical grounding in approaches to research, supporting a practical understanding of how established research methods can be applied to develop and interpret knowledge of direct relevance to the challenges faced by both multinational corporations and SMEs.

C. Intended Learning Outcomes
The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

<table>
<thead>
<tr>
<th>Knowledge and Understanding:</th>
<th>Teaching/learning methods &amp; strategies</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1- Analyse a broad range of organisations and the external context within which they operate</td>
<td>Acquisition of knowledge and understanding is through a combination of lectures, tutorials and workshops, outside visits, external speakers. Workshops may include simulations, role play case studies, external speakers and live projects.</td>
<td>Knowledge and understanding are assessed through a range of assessment techniques. At Stage One the emphasis is on developing broad knowledge and understanding of business</td>
</tr>
</tbody>
</table>
A3 – Evaluate how organisations may innovate, create value, manage financial and operational risk and strategically respond to forces and changes in the environment

A4 – Research and analyse the pervasive debates, issues and new insights affecting organisations

A5 – Critically examine theories of leadership and strategy, evaluating their relationship to each other, and their influence on the organisation

A6 – Compare and evaluate the value of different research approaches, qualitative and quantitative business research methods and analytical tools for the investigation of business issues

Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.

survival in complex environments, the tools, models and techniques for their analyses and development of new insights and critical awareness. Assessment will thus be predominantly ‘live’ problem or case study orientated with emphasis on testing the acquisition of core knowledge and its application through reports, essays, closed-book timed assessment, and reflective writing.

Stage Two will have greater emphasis on integration of applications of theoretical perspectives, leadership and entrepreneurship on critical evaluation of live projects. Assessments will vary from critical case reports, written and oral presentation of business cases to pitch for funding, and reflective business logs.

A6 is specifically supported in the Research Methods for Business module and assessed in reports in Year 2 for Entrepreneurship and Entrepreneurship Development but particularly in the Applied Individual Project

Each stage will require a combination of assessment but the emphasis will transfer from applying integrated knowledge and understanding to critical application, synthesis and integration.

### Intellectual skills:

<table>
<thead>
<tr>
<th>B1 - critically analyse relevant academic management and leadership theories and apply models, tools and techniques for the critical evaluation of real business issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2 – Evaluate personal skills and practice.</td>
</tr>
</tbody>
</table>

### Teaching/learning methods & strategies

Intellectual skills are developed through the methods and strategies outlined in section A, above. Analytical, integrative and problem solving skills are further developed through the investigation creation and launching of a real business venture at stage two of the programme.

### Assessment

Intellectual skills from B1-B4 are assessed through a combination of unseen examinations, in-course assessments, and reflective writing assignments as in A above.

B2 is specifically addressed through the reflective
B3 - Recognise and address ethical dilemmas and CSR issues, applying ethical and organisational values to situations and choices.

B4 – Apply skills of research, analysis and interpretation appropriate for identifying business opportunities and challenges.

From the outset self-awareness and intellectual skills are developed through experiential learning and reflective writing.

Opportunities to apply these skills to realistic business situations are integral to the programme and culminate in the Applied Individual Project undertaken at stage three of the programme. Throughout, the learner is encouraged to develop intellectual skills further by independent study.

Component of a range of module assignments but in particular the reflective essays and logs for the experiential Leadership and Change module and activity-based Entrepreneurship and Enterprise Development module.

B3 is assessed within several modules, in assignments ranging from critical essays and practical applications to community projects and live business creation ventures. Ethical research practices are developed and used in the Applied Individual Project.

B4 is specifically supported by the Research Methods for Business module and assessed in particular in the Entrepreneurship and Enterprise Development module and the Applied Individual Project.

Practical skills: Teaching/learning methods & strategies Assessment

C1- Be creative and entrepreneurial and manage the creative process in self and others

Practical skills are developed through the methods and strategies outlined in section A, above. C2 is developed through the Research Methods lectures and seminars. C5 is developed by use of StudyNet to communicate with lecturers and fellow students, and by use of computers available in the Learning Resources Centre, as well as through formal teaching. C4 –C6 are developed in the community and business projects. Practical skills are assessed through a range of assignments built into individual modules which have oral or written presentations as outcomes as in A above.

C2-C5 skills are assessed in reports and essays for several modules but in particular in the Entrepreneurship and Enterprise Development module and Applied Individual Project.

C6 skills are specifically supported in the Entrepreneurship and Enterprise Development module.

Transferable skills: Teaching/learning methods & strategies Assessment

D1- communicate effectively both orally and in writing.

Transferable skills are developed through a combination of lectures, tutored group interactions and Transferable skills are assessed through a range of assignments including
D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in part time (2.5 years) mode, and leads to the award of a Master of Business Administration. Entry is normally with an honours degree (at least 2:2 or above) but exceptionally it is possible to enter with appropriate managerial work experience. Entry to the programme typically requires 5 years of appropriate full-time managerial work experience. Intake is in Semester A (September) and Semester B (January).

Professional and Statutory Regulatory Bodies
The MBA programme is recognised by AMBA, the Association of MBAs.

Research Methods Support
Our MBA includes a non-credit bearing taught Research Methods for Business module, taken prior to the Applied Individual Project (AIP) as preparation for independent research. This is tailored for MBA students, engagement in it is essential and compulsory. The module includes a short repeatable pass or fail online test. Students’ knowledge, understanding and application of business research methods will ultimately be assessed in their AIP.

Students may repeat the Research Methods module during the year of their Applied Individual Project, and, as an additional resource, may enrol on the Hertfordshire Business School’s Postgraduate Online Research Methods course, a generic zero credit course available to support PG students across the School.

| Postgraduate Online Research Methods | 7BSP1268 Non-credit-bearing, additional optional resource |

Programme Structure
The programme structure and progression information below (Table 1a and 1b) is provided for the award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.
### Table 1a Outline Programme Structure for the MBA

**Mode of study:**

Part-Time (Friday-Sunday Weekend Delivery);

**Entry point** Semester A

<table>
<thead>
<tr>
<th>Compulsory Modules</th>
<th>Module Title</th>
<th>Module Code</th>
<th>Credit Points</th>
<th>Language of Delivery</th>
<th>% Examination</th>
<th>% Coursework</th>
<th>% Practical</th>
<th>Semesters</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Semester 1 (A)</strong></td>
<td>Strategic Marketing &amp; Communications</td>
<td>7BSM1062</td>
<td>15</td>
<td>English</td>
<td>50</td>
<td>25</td>
<td>25</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>People Management</td>
<td>7BSM1055</td>
<td>15</td>
<td>English</td>
<td>50</td>
<td>50</td>
<td>0</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Leadership and Change</td>
<td>7BSM1057</td>
<td>15</td>
<td>English</td>
<td>0</td>
<td>90</td>
<td>10</td>
<td>AB</td>
</tr>
<tr>
<td><strong>Semester 2 (B)</strong></td>
<td>Leadership and Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategic Management Perspectives</td>
<td>7BSM1056</td>
<td>15</td>
<td>English</td>
<td>50</td>
<td>50</td>
<td>0</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td>Managing Financial Value Drivers</td>
<td>7BSM1064</td>
<td>15</td>
<td>English</td>
<td>40</td>
<td>60</td>
<td>0</td>
<td>B</td>
</tr>
<tr>
<td><strong>Semester 3 (A)</strong></td>
<td>Strategic Information Management &amp; Business</td>
<td>7BSM1067</td>
<td>15</td>
<td>English</td>
<td>0</td>
<td>60</td>
<td>40</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Analytics</td>
<td>7BSM1066</td>
<td>15</td>
<td>English</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Entrepreneurship &amp; Enterprise Development</td>
<td>7BSM1058</td>
<td>0</td>
<td>English</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>A</td>
</tr>
<tr>
<td><strong>Semester 4 (B)</strong></td>
<td>Managing and Working Across Cultures</td>
<td>7BSM1059</td>
<td>15</td>
<td>English</td>
<td>70</td>
<td>30</td>
<td>0</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td><strong>And option, select either</strong></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management of Projects OR</td>
<td>7BSM1060</td>
<td>15</td>
<td>English</td>
<td>0</td>
<td>70</td>
<td>30</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td>Collaborative Governance</td>
<td>7BSM1068</td>
<td>15</td>
<td>English</td>
<td>0</td>
<td>90</td>
<td>10</td>
<td>B</td>
</tr>
<tr>
<td><strong>Semester 5 (C)</strong></td>
<td>Applied Individual Project (AIP)</td>
<td>7BSM1061</td>
<td>45</td>
<td>English</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>CA</td>
</tr>
<tr>
<td><strong>Semester 6 (A)</strong></td>
<td>Applied Individual Project (AIP) – continued</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

*Continued – as above*

The award of an MBA degree requires 180 credits passed at level 7, including the Applied Individual Project.
**Mode of study:** Part-Time (Friday-Sunday Weekend Delivery);

**Entry point** Semester B (February start)

<table>
<thead>
<tr>
<th>Compulsory Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module Title</strong></td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td><strong>Semester 1 (B)</strong></td>
</tr>
<tr>
<td>Strategic Marketing &amp; Communications</td>
</tr>
<tr>
<td>People Management</td>
</tr>
<tr>
<td><strong>Semester 2 (C)</strong></td>
</tr>
<tr>
<td>Leadership and Change</td>
</tr>
<tr>
<td><strong>Semester 3 (A)</strong></td>
</tr>
<tr>
<td>Leadership and Change</td>
</tr>
<tr>
<td>Strategic Management Perspectives</td>
</tr>
<tr>
<td>Managing Financial Value Drivers</td>
</tr>
<tr>
<td><strong>Semester 4 (B)</strong></td>
</tr>
<tr>
<td>Strategic Information Management &amp; Business Analytics</td>
</tr>
<tr>
<td>Entrepreneurship &amp; Enterprise Development</td>
</tr>
<tr>
<td>Research Methods for Business*</td>
</tr>
<tr>
<td><strong>Semester 5 (C)</strong></td>
</tr>
<tr>
<td>Managing and Working Across Cultures and option, select either</td>
</tr>
<tr>
<td>Management of Projects OR Collaborative Governance</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Semester 6 (A)</strong></td>
</tr>
<tr>
<td>Applied Individual Project (AIP)</td>
</tr>
<tr>
<td><strong>Semester 7 (B)</strong></td>
</tr>
<tr>
<td>Applied Individual Project (AIP) – continued</td>
</tr>
</tbody>
</table>

The award of an MBA degree requires 180 credits passed at level 7, including the Applied Individual Project.
Table 1b Final and interim awards available
The programme provides the following final and interim awards:

<table>
<thead>
<tr>
<th>Final Award</th>
<th>Award Title</th>
<th>Minimum requirements</th>
<th>Available at end of (normally):</th>
<th>Programme Learning Outcomes developed (see above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters</td>
<td>Business Administration</td>
<td>180 credit points including at least 150 at level 7</td>
<td>5-6 Semesters</td>
<td>All programme learning outcomes (see Table 2)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interim Award</th>
<th>Award Title</th>
<th>Minimum requirements</th>
<th>Available at end of Level</th>
<th>Programme Learning Outcomes developed (see above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate Diploma</td>
<td>Business Administration</td>
<td>120 credit points, including at least 90 at level 7</td>
<td>4 Semesters</td>
<td>A1, A2, A4, A5, B1, B2, B3, C1, C3, C6, D1, D4</td>
</tr>
<tr>
<td>Postgraduate Certificate</td>
<td></td>
<td>60 credit points, including at least 45 at level 7</td>
<td>2 Semesters</td>
<td>See UPR AS11, section 13: <a href="http://sitem.herts.ac.uk/secreg/upr/AS11.htm">http://sitem.herts.ac.uk/secreg/upr/AS11.htm</a></td>
</tr>
</tbody>
</table>

Masters and Diploma awards can be made "with Distinction" or "with Commendation" where criteria as described in UPR AS14, Section D and the students' handbook are met.

Programme-specific assessment regulations

The programme is compliant with the University's academic regulations, with the exception of those listed below, which have been specifically approved by the University:

- Entrants to the MBA can be awarded no more than 30 credits for any prior learning (whether that be APCL or APEL).

Further points of clarification and interpretation relevant to this specific programme are given below:

- For the field trip, local accommodation and meals during group sessions are arranged by the University and this cost is already included in the MBA fee for this cohort. Students are expected to make their own transport arrangements and the cost of these is not included in the fee. Berlin is well served by budget airline services from London Luton, Stansted and Gatwick Airports.

E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:

- The Dean and Deputy Dean
- Academic Manager for Executive Leadership Degrees
- The Director of the Centre for Executive Leadership
- Programme Director who is responsible for the day-to-day and management of the programme
- Deputy Director who is responsible for the day-to-day and management of the programme
- Designated Administrator to deal with day-to-day administration associated with the programme
- Module Leaders who are responsible for individual modules
- Associate Dean for Post Graduate Development
- A Programme Committee, the membership of which includes student representatives from each level of study and key members of the Business School staff
Support

Students are supported by:

- MBA Programme Director
- Designated MBA Administrator
- Post Graduate Programme Administrator
- Designated MBA Careers Coach for 1-2-1 coaching and group work, also available at weekends
- Associate Dean Postgraduate Development
- Hertfordshire Business School Information Point
- Careers, Employment and Enterprise Service
- Centre for Academic Skills Enhancement (CASE) includes module specific support, such as numeracy and report writing, and is available at weekends
- Mathematics Drop-in Centre at College Lane
- English support classes
- Student representative on programme committees
- Induction weekend at the beginning of the academic session
- StudyNet, a versatile on-line interactive intranet and learning environment
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in Learning Resources Centres
- A substantial Student Centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support etc.
- Office of Dean of Students, incorporating Chaplaincy, Counselling and nursery
- Medical centre
- An Equality Office
- The Students’ Union
- Guided student centred learning through the use of StudyNet
- University Disability Advisors

F. Other sources of information
In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;
- A Module Guide for each constituent module.

The Ask Herts website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University’s rules, regulations and procedures. These are published in a series of documents called ‘University Policies and Regulations’ (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: http://www.herts.ac.uk/secreg/upr/. In particular, UPR SA07 ‘Regulations and Advice for Students’ Particular Attention - Index’ provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/. Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF panel’s
report and conclusions can be accessed at: https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#/provider/10007147

G. Entry requirements

The normal entry requirements for the programme are:

- an honours degree of at least 2:2 classification, in a business or non-business-related discipline, from a UK University; or
- the equivalent of the above from a recognised University overseas; or
- a degree equivalent professional qualification; or
- Equivalent qualifications to be assessed by the Programme Leader and Admissions Tutor.

And

- Typically 5 years of relevant full-time work experience. Those with less than 5 years full-time work experience will be considered on an individual basis taking into consideration their business exposure, leadership skills and professional achievements over the last 3 years.
- Appropriate managerial work experience will demonstrate identifiable responsibility, such as the supervision/direction of the work of other employees and/or budgetary control.

English Language entry requirements

In addition all students for whom English is not their first language must produce evidence of their English Language proficiency. The standard required is an IELTS score of 6.5 (with no less than 5.5 in each band), or an equivalent score on a test recognised by the University of Hertfordshire.

[Pre-sessional English language courses are available at the University of Hertfordshire for students who have an IELTS score of 6.0]

This requirement will be waived if the student has successfully completed an undergraduate degree at a university in the United Kingdom, or another country acceptable to the University of Hertfordshire, where study was in English and the student was based in that university’s home country during study.

Interviews

Candidates will normally be interviewed by two members of academic staff following submission of application documents verifying that they satisfy the minimum entry requirements for the programme. If a candidate does not satisfy the above criteria then they may not be called to interview. At interview candidates must be able to:

- Demonstrate an in-depth understanding of the demands of the MBA programme
- Identify their own potential strengths and weaknesses in relation to the MBA programme
- Demonstrate motivation and commitment to undertake the MBA programme
- Demonstrate an ability to take responsibility for own learning and development
- Demonstrate an ability to reflect on and analyse own experience
- Demonstrate that the scope and nature of their experience is relevant and appropriate

Exceptionally students may be accepted who do not have the required academic qualification but have at least five years substantive work experience plus both GCSE Maths and English at Grade C or above (or equivalent).

The programme is subject to the University’s Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in UPR SA03), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL). Entrants to the MBA can be awarded no more than 30 credits for any prior learning (whether that be APCL or APEL).
If you would like this information in an alternative format please contact Dr Neil Greenley, Director of the MBA Programme (n.greenley@herts.ac.uk)

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner’s Report for the programme, please email a request to aqo@herts.ac.uk
MBA

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Module Code</th>
<th>Knowledge &amp; Understanding</th>
<th>Intellectual Skills</th>
<th>Practical Skills</th>
<th>Transferable Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Marketing and Communications</td>
<td>7BSM1062</td>
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Options in italics
KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding
A1. a broad range of organisations and the external context within which they operate
A2. organisations and the inter-relatedness of internal aspects
A3. how organisations may innovate, create value, manage financial and operational risk and strategically respond to forces and changes in the environment
A4. the pervasive debates, issues and new insights affecting organisations
A5. theories of leadership and strategy, their relationship to each other, and their influence on the organization
A6. different research approaches, business research methods and analytical tools for investigation of business issues

Practical Skills
C1. be creative and entrepreneurial and manage the creative process in self and others
C2. conduct research into business issues both individually and as a team
C3. use information and knowledge effectively
C4. make effective use of numeracy skills and quantitative skills
C5. make effective use of ICT / digital media
C6. deploy operations management skills effectively

Intellectual Skills
B1. the ability to critically analyse relevant academic management and leadership theories and apply models, tools and techniques for the critical evaluation of real business issues
B2. reflexivity and the ability to evaluate personal skills and practice
B3. recognise and address ethical dilemmas and CSR issues, applying ethical and organizational values to situations and choices
B4. advance skills of research, analysis and interpretation appropriate for identifying business opportunities and challenges

Transferable Skills
D1. communicate effectively both orally and in writing and using a range of digital media
D2. demonstrate high personal effectiveness including self-awareness, reflective practice and self-management; sensitivity to diversity in people and different situations and ability to continue learning
D3. demonstrate good business ethics and value management
D4. manage effective performance within a team environment and be able to recognise and utilize individual contributions in group processes.
Section 2
Programme management

Relevant QAA subject benchmarking statements
Masters Degrees in Business and Management (Type 3 MBA) 2015
Taught Postgraduate
June 15
March 2019
Level 7 entering September 2019
Hertfordshire Business School

Administrative School

Table 3 Course structure

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