

# Programme Specification amendment notification

Title of Programme: MBA Degree Apprenticeship

Programme Code: BSDAMBA

For Collaborative: Choose an item. at <insert partner name>

As a result of the ongoing Coronavirus pandemic, the University has been required to make some revisions to this programme for the 2020/21 academic session, affecting sections C and/or D of this Programme Specification. These amendments are as follows:

Section	Amendment
<i>Table 1a</i>	<i>7BSM1072 – Amended to 100% cwk</i>
<i>Table 2</i>	<i>n/a</i>

Deputy Associate Dean of School (Academic Quality Assurance): **Dr. Michaela Cottee**

Signature 

Hertfordshire Business School

Title of Programme: MBA (Senior Leader Apprenticeship)

Programme Code: BSDAMBA

## Programme Specification

This programme specification is relevant to students entering:  
01 September 2020

Associate Dean of School (Academic Quality Assurance):  
Veronica Earle

Signature 

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.

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### Summary of amendments to the programme

Date	Section	Amendment

If you have any queries regarding the changes please email [AQO@herts.ac.uk](mailto:AQO@herts.ac.uk)

# Programme Specification

## MBA (Senior Leader Apprenticeship)

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

<b>Awarding Institution/Body</b>	University of Hertfordshire
<b>Teaching Institution</b>	University of Hertfordshire
<b>University/partner campuses</b>	de Havilland
<b>Programme accredited by</b>	
<b>Final Award (Qualification)</b>	Masters
<b>All Final Award titles</b>	MBA
<b>(Qualification and Subject)</b>	
<b>FHEQ level of award</b>	7
<b>Language of Delivery</b>	English

#### A. Programme Rationale

This programme is designed as a professional development generalist programme for those with senior management 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. Each module is taught over two 3-day weekends, and the programme provides tailored apprenticeship support, as well as ongoing career and personal development sessions with a dedicated career coach.

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 mind-sets 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, apprentices 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. Apprentices learn to understand how they think and make decisions.

The “Entrepreneurship and Enterprise Development” module provides opportunity for apprentices to design, develop and evaluate business enterprises and turnaround projects. Developing the global mind-set of

apprentices and an understanding of global economics and cultural diversity is the final core module “Managing and Working Across Cultures”.

The MBA culminates in the Applied Individual Project where apprentices 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, apprentices 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, apprentices have the opportunity to work in collaboration with business and / or social enterprises. MBA apprentices 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.

The programme’s association with professional bodies allows HBS MBA apprentices to apply for CMI membership and/or ILM membership.

In addition to receiving the MBA from UH, on successful completion of the End point assessment, the independent assessor appointed by the Apprentice’s employer requests the additional award title of ‘Level 7 Senior Leader Master’s Degree Apprenticeship’. The inclusion of professional body accredited elements to this Masters programme adds value to the exit award, demonstrating professional recognition in addition to the valuable transferable knowledge that the MBA brings and augments the apprenticeship qualification.

## 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 apprentices 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;
- create opportunities for apprentices 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.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
A1- Analyse a broad range of organisations and the external context within which they operate	Acquisition of knowledge and understanding is through a combination of lectures, tutorials and workshops, outside visits, external speakers. Workshops may include simulations, role play	Knowledge and understanding are assessed through a range of assessment techniques. At <b>Stage One</b> the emphasis is on developing broad knowledge and

A2 – Assess the inter-relatedness of internal aspects of organisations

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

case studies, external speakers and live projects.

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.

understanding of business 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.

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## 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), or apprentices can join the programme in Semester B (January).

### Professional and Statutory Regulatory Bodies

The MBA programme is associated with CMI, The Chartered Management Institute and the ILM (Institute of

Leadership & Management). Following completion of their UH programme, apprentices then go on to submit the end-point assessment for the Level 7 Senior Leader Degree Apprenticeship, which is co-ordinated by HBS.

### 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 apprentices, engagement in it is essential and compulsory. The module includes a short repeatable pass or fail online test. Apprentices' knowledge, understanding and application of business research methods will ultimately be assessed in their AIP.

Apprentices 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 apprentices across the School.

Postgraduate Online Research Methods	7BSP1268	Non-credit-bearing, additional optional resource
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### Work-Based Learning, including Sandwich Programmes

#### 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

#### Mode of study:

Part-Time (Friday-Sunday Weekend Delivery);

#### Entry point Semester A

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters	Year	
<b>Compulsory Modules</b>									
<b>Semester 1 (A)</b>									
Strategic Marketing & Communications MBA	7BSM1072	15	English	0	50	50	A	1	
People Management MBA	7BSM1073	15	English	0	100	0	A	1	
Leadership and Change MBA	7BSM1074	15	English	0	100	0	AB	1	
<b>Semester 2 (B)</b>									
Leadership and Change MBA			(Continued from Semester A)						1
Strategic Management Perspectives MBA	7BSM1075	15	English	0	100	0	B	1	
Managing Financial Value Drivers MBA	7BSM1076	15	English	0	100	0	B	1	
<b>Semester 3 (C)</b>									
Senior Leader Development 1	7BSM1069	0	English	0	100	0	ABC	1	
<b>Semester 4 (A)</b>									
Strategic Information Management & Business Analytics MBA	7BSM1080	15	English	0	60	40	A	2	
Entrepreneurship & Enterprise Development MBA	7BSM1078	15	English	0	100	0	A	2	
Research Methods for Business MBA	7BSM1077	0	English	0	100	0	AB	2	
<b>Semester 5 (B)</b>									
Managing and Working Across Cultures MBA	7BSM1079	15	English	0	100	0	B	2	
Senior Leader Development 2	7BSM1070	0	English	0	100	0	AB	2	
<i>And option, select either</i>									
Management of Projects MBA <b>OR</b>	7BSM1082	15	English	0	70	30	B	2	

Collaborative Governance MBA	7BSM1083	15	English	0	60	40	B	2
<b>Semester 6 (C)</b>								
Applied Individual Project MBA (AIP)	7BSM1081	45	English	0	100	0	CA	3
<b>Semester 7 (A)</b>								
Applied Individual Project MBA (AIP) – continued	7BSM1081	45	English	0	100	0	CA	3
Senior Leader Development 3	7BSM1071	0	English	0	100	0	CA	3

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)

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters	Year	
<b>Compulsory Modules</b>									
<b>Semester 1 (B)</b>									
Strategic Marketing & Communications MBA	7BSM1072	15	English	0	50	50	B	1	
People Management MBA	7BSM1073	15	English	0	100	0	B	1	
<b>Semester 2 (C)</b>									
Senior Leader Development 1	7BSM1069	0	English	0	100	0	BCA	1	
Leadership and Change MBA	7BSM1074	15	English	0	100	0	CA	1	
<b>Semester 3 (A)</b>									
Leadership and Change MBA			(Continued from Semester C)						1
Strategic Management Perspectives MBA	7BSM1075	15	English	0	100	0	A	1	
Managing Financial Value Drivers MBA	7BSM1076	15	English	0	100	0	A	1	
<b>Semester 4 (B)</b>									
Strategic Information Management & Business Analytics MBA	7BSM1080	15	English	0	60	40	B	2	
Entrepreneurship & Enterprise Development MBA	7BSM1078	15	English	0	100	0	B	2	
Research Methods for Business MBA	7BSM1077	0	English	0	100	0	BC	2	
<b>Semester 5 (C)</b>									
Senior Leader Development 2	7BSM1070	0	English	0	100	0	BC	2	
Managing and Working Across Cultures MBA	7BSM1079	15	English	0	100	0	C	2	
<i>And option, select either</i>									
Management of Projects MBA <b>OR</b>	7BSM1082	15	English	0	70	30	C	2	
Collaborative Governance MBA	7BSM1083	15	English	0	60	40	C	2	
<b>Semester 6 (A)</b>									
Applied Individual Project MBA (AIP)	7BSM1081	45	English	0	100	0	AB	3	
<b>Semester 7 (B)</b>									
Applied Individual Project MBA (AIP) – <i>continued</i>	7BSM1081	45	English	0	100	0	AB	3	
Senior Leader Development 3	7BSM1071	0	English	0	100	0	AB	3	

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:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
Masters	Business Administration	180 credit points including at least 150 at level 7	7 Semesters	All programme learning outcomes (see Table 2)

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Diploma	Business Administration	120 credit points, including at least 90 at level 7	5-6 Semesters	A1, A2, A4, A5, B1, B2, B3, C1, C3, C6, D1, D4
Postgraduate Certificate		60 credit points, including at least 45 at level 7	2 Semesters	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>

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

## Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) and [UPR AS14](#)) with the exception of those listed below, which have been specifically approved by the University:

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:

By the end of year one, in order to progress to year two, students are required to pass Senior Leader Development One and have been awarded 60 credits.

By the end of year two, in order to progress to year three, students are required to pass Senior Leader Development Two and have been awarded 120 credits.

### Further information on the End Point Assessment for the SLDA accreditation:

Apprentices engage in the End-Point Assessment for the Senior Leadership Apprenticeship after they have completed the UH programme. UH facilitates the End-Point Assessment, which is externally assessed by an independent panel of experts. To reach End-Point Assessment, apprentices must have successfully completed a management masters (in this case, the MBA), submit a completed portfolio (which would include MBA assessments), undertaken a work-based project (in this case the MBA AIP), achieved English and Maths to a minimum of GCSE Grade C/4 or above, or equivalent (which most candidates come with, or else they need to

study this in parallel), and organised employer confirmation of the apprentice meeting the standard requirements.

For the End-Point Assessment, which is independent (but facilitated by UH), the apprentice is required to:

- submit a portfolio confirming how they meet the required knowledge, skills and behaviours
- submit a 4000 word report based on their work-based project
- deliver a 20 minute presentation on their work based project, following by questioning by their independent assessor(s)

Prepare a Professional Discussion of up to one hour with the assessor on their portfolio of evidence and aspects of the work presented.

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## E. Management of Programme & Support for student learning

### Management

The programme is managed and administered through:

- The Dean and Deputy Dean
- Associate Dean for Student Experience
- 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
- A Programme Committee, the membership of which includes apprentice 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
- MLO Employability Champion, also available at weekends
- Employer Liaison Tutor
- Hertfordshire Business School Information Point
- The University Careers 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
- Apprentice 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 apprentice support etc.
- Office of Dean of Apprentices, incorporating Chaplaincy, Counselling and nursery
- Medical centre
- An Equal Opportunities Officer
- The Students' Union
- University Disability Advisors
- End Point Assessment Support in final year

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## 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>

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## G. Entry requirements

The normal entry requirements for the programme are:

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

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).

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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](mailto: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](mailto: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 apprentices monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)																			
		Knowledge & Understanding						Intellectual Skills				Practical Skills						Transferable Skills			
Module Title	Module Code	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	C1	C2	C3	C4	C5	C6	D1	D2	D3	D4
Strategic Marketing and Communications MBA	7BSM1072	x	x	x	x					x		x		x		x	x	x		x	
People Management MBA	7BSM1073	x	x	x		x		x	x	x			x						x		
Leadership and Change MBA	7BSM1074		x			x		x	x	x		x							x	x	x
Strategic Management Perspectives MBA	7BSM1075	x	x	x	x	x		x	x	x		x		x					x	x	
Managing Financial Value Drivers MBA	7BSM1076		x	x		x	x			x	x			x	x					x	
Research Methods for Business MBA	7BSM1077						x				x	x	x	x				x	x	x	
Entrepreneurship and Enterprise Development MBA	7BSM1078			x							x	x	x				x				x
Managing and Working Across Cultures MBA	7BSM1079	x	x		x	x		x		x			x						x		
Strategic Info. Management & Business Analytics MBA	7BSM1080						x	x						x	x						
Applied Individual Project MBA	7BSM1081		x	x			x		x		x	x	x	x	x			x	x	x	
Senior Leader Development 1	7BSM1069					x		x	x		x		x	x				x	x		
Senior Leader Development 2	7BSM1070					x		x	x		x		x	x				x	x		
Senior Leader Development 3	7BSM1071					x		x	x		x		x	x				x	x		x
<i>Management of Projects</i> MBA	7BSM1082		x	x	x			x						x	x	x		x			
<i>Collaborative Governance</i> MBA	7BSM1083	x	x			x		x									x	x	x		x

## 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

### 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

### 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

### 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

<b>Relevant QAA subject benchmarking statements</b>	Masters Degrees in Business and Management (Type 3 MBA) 2015
<b>Type of programme</b>	Taught Postgraduate
<b>Date of validation/last periodic review</b>	June 18
<b>Date of production/ last revision of PS</b>	March 2020
<b>Relevant to level/cohort</b>	Level 7 entering September 2020
<b>Administrative School</b>	Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSDAMBA	Master of Business Administration (MBA)	100078 (50%) 100088 (50%)