Title of Programme: Master of Business Administration
Programme Code: BSWMBA

Programme Specification

This programme specification is relevant to students entering:
01 September 2021

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.

Summary of amendments to the programme

<table>
<thead>
<tr>
<th>Date</th>
<th>Section</th>
<th>Amendment</th>
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If you have any queries regarding the changes please email AQO@herts.ac.uk
Programme Specification  Master of Business Administration

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 programme is designed as a generalist master programme, based on any discipline with a first degree but with little or no work experience aimed at preparing individuals for employment either related to their first-degree discipline or in a management role. The programme is designed to develop master's level knowledge and skills in business and management subjects, to enhance learners' competence, ability and employability by building on their first degree. The emphasis of the programme is on leadership through strategic management. Additionally, there is a distinctive, action-based professional orientation to the curriculum. Graduates will develop a sound understanding of business/organisational contexts and thus should be able to make an early and significant contribution to their employer. 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 human resources management, financial management, strategic management, operations and marketing include coverage of diversity, business ethics, corporate governance, evolutionary economics, entrepreneurial mind-sets and digital media.

The curriculum is underpinned throughout by the academic research, consultancy and professional practice undertaken by the School’s researchers. Through several modules and peripheral activities, students have the opportunity to engage and collaborate with business and / or social enterprises. Throughout the programme, MBA students will benefit from guest lectures delivered by business practitioners as well as networking opportunities with MBA Alumni and business associates.

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.
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.

### Knowledge and Understanding:

<table>
<thead>
<tr>
<th>Knowledge and Understanding</th>
<th>Teaching/learning methods &amp; strategies</th>
<th>Assessment</th>
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<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 asynchronous activities in the form of online study materials, recorded lectures and/or live synchronous tutorials and workshops. Where possible, external speakers or events organised at HBS will be recorded and shared in a resource pool.</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 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.</td>
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<td>A2 – Assess the inter-relatedness of internal aspects of organisations</td>
<td>Throughout, the learner is expected to undertake independent study structured online to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.</td>
<td>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, and reflective analysis.</td>
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<td>A3 – Evaluate how organisations may innovate, create value, manage financial and operational risk and strategically respond to forces and changes in the environment</td>
<td></td>
<td>A6 is specifically supported in the Strategic Management Research and Executive Career and Professional Development modules and</td>
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<td>A4 – Research and analyse the pervasive debates, issues and new insights affecting organisations</td>
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<td></td>
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<tr>
<td>A5 – Critically examine theories of leadership and strategy, evaluating their relationship to each other, and their influence on the organisation</td>
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<tr>
<td>A6 – Understand and use different research approaches, qualitative and quantitative business research methods and analytical tools for the investigation of business issues</td>
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</table>
Each stage will require a combination of assessments with emphasis on applying integrated knowledge and understanding to critical application, synthesis and integration.

### Intellectual skills:

| B1 | Critically analyse relevant academic management and leadership theories and apply models, tools and techniques for the critical evaluation of real business issues |
| B2 | Evaluate personal skills and practice. |
| 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 |

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 of a real business venture.

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 Strategic Management Research and the Executive Career and Professional Development modules of the programme.

The learner is encouraged to develop intellectual skills further by independent study.

Intellectual skills from B1-B4 are assessed through a combination of in-course assessments, reports and reflective assessments.

B2 is specifically addressed through the reflective component of a range of module assignments, including reflective analysis and a detailed portfolio detailed in the Executive Career and Professional Development module.

B3 is assessed within several modules, in assignments ranging from critical debates to practical applications. Ethical research practices are developed and used in a number of modules.

B4 is specifically supported in all modules and assessed in the various assessments produced for these modules.

### 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 | Effectively apply numeracy skills and quantitative skills |

Practical skills are developed through the methods and strategies outlined in section A, above. C2 is developed through the Strategic Management Research and the Executive Career and Professional Development modules. C5 is developed by use of StudyNet/Canvas to communicate with lecturers and fellow students, as well as through formal online 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 coursework for several modules but in particular in the Strategic Management Research and the Executive Career and Professional Development modules.
D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in a part-time (2 year) mode and leads to the award of a Master of Business Administration. This requires 180 credit points at level 7.

Entry is normally with an honours’ degree (at least 2:2 or above) or equivalent but exceptionally it is possible to enter with appropriate managerial work experience. Intake is normally Semester A (September), Semester B (January) and/or Semester C (May), subject to student numbers.

Professional and Statutory Regulatory Bodies

n/a

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

**Entry point:** Semester A, B or C (see Appendices 1 and 2 for study pattern in 2021/22 and 2022/23 and this will then be repeated from 2023/24)

<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></td>
<td>Human Resource Management (MBA ONL)</td>
<td>7WBS2001</td>
<td>30</td>
<td>English</td>
<td>100</td>
<td></td>
<td></td>
<td>A/B/C</td>
</tr>
<tr>
<td></td>
<td>Strategic Marketing Planning and Entrepreneurship (MBA ONL)</td>
<td>7WBS2002</td>
<td>30</td>
<td>English</td>
<td>80</td>
<td>20</td>
<td></td>
<td>A/B/C</td>
</tr>
<tr>
<td></td>
<td>Financial Management and Analysis (MBA ONL)</td>
<td>7WBS2003</td>
<td>30</td>
<td>English</td>
<td>100</td>
<td></td>
<td></td>
<td>A/B/C</td>
</tr>
<tr>
<td></td>
<td>Operations and Business Analytics (MBA ONL)</td>
<td>7WBS2004</td>
<td>30</td>
<td>English</td>
<td>100</td>
<td></td>
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<td>A/B/C</td>
</tr>
<tr>
<td></td>
<td>Strategic Management Research (MBA ONL)</td>
<td>7WBS2005</td>
<td>30</td>
<td>English</td>
<td>100</td>
<td></td>
<td></td>
<td>A/B/C</td>
</tr>
<tr>
<td></td>
<td>Executive Career and Professional Development (MBA ONL)</td>
<td>7WBS2006</td>
<td>30</td>
<td>English</td>
<td>100</td>
<td></td>
<td></td>
<td>A/B/C</td>
</tr>
</tbody>
</table>

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 Level</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>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 Semester s</td>
<td>A1, A2, A3, A4, A5, A6, B1, B2, B3, C1, C2, C3, D1,D2,D3.</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>For untitled awards: 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](http://sitem.herts.ac.uk/secreg/upr/AS14.htm), Section D and the students’ handbook are met.

**Programme-specific assessment regulations**

The programme is compliant with the University’s academic regulations (in particular, [UPR AS11](http://sitem.herts.ac.uk/secreg/upr/AS11.htm), [UPR AS12](https://www.herts.ac.uk/sites/uh/external/hs/documents/policies/standard/governance/UPR%20AS12.pdf)/[UPR AS13](https://www.herts.ac.uk/sites/uh/external/hs/documents/policies/standard/governance/UPR%20AS13.pdf) and [UPR AS14](http://sitem.herts.ac.uk/secreg/upr/AS14.htm)) with the exception of those listed below, which have been specifically approved by the University: none
E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:

- The Deputy Dean, Head of Strategy Group and Associate Dean of School Academic Quality Assurance who ensure the programme operates within the parameters outlined in the Programme Specification and Definitive Module Documents
- Head of HBS Online who manages and plans the resources for the programme
- Programme Lead who has overall responsibility for the management of the programme
- A designated UH Online Programme Administrator dealing with admissions and day-to-day administration associated with the programme
- Admissions Tutor
- Module Leaders and Tutors who are responsible for individual modules
- A Programme Committee, to which students contribute via the online programme forum.

The membership of which includes student representatives from each level of study and key members of UH staff, including the Programme Leader.

Support

Students are supported by:

- Head of HBS Online
- A Designated Programme Lead and/or Deputy
- Student programme handbook and online programme site
- Module Leaders who are responsible for individual modules
- MBA Careers facility
- Student representation in the procedures for management and delivery of the programme, through the online programme forum, the University’s managed learning environment and the student feedback mechanism
- An online skills module entitled Academic Skills Enhancement (0WBS0001)
- Online Induction material to assist in starting the programme and settling into it
- Online module materials
- Technical support throughout the programme of study available at helpdesk@herts.ac.uk
- StudyNet, a versatile online interactive learning environment, with many built in features to support accessibility for both able and disabled students.
- Access to extensive digital collections of information resources
- A substantial Student Centre that provides advice on issues such as finance, University regulations, legal matters, international student support available on-line etc.
- Office of the Dean of Students, incorporating Chaplaincy, Counselling etc.
- Access to Disability Adviser at: DisabilityServices@herts.ac.uk through the University Disability Services Department that provides specialist services and support for disabled students
- An Equal Opportunities Officer
- The Students’ Union
- Guided student-centred learning through the use of StudyNet
- An on-line Careers Service for all current students and graduates
- Extensive guidance for overseas students about studying in the English language, provided online at http://www.uefap.co.uk

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 and/or programme site;
- A Definitive Module Document (DMD) for each constituent module;
- A Module site 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 website, 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:

**Educational experience**

We usually require either:

- 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. This may be from a UK institution or a recognized overseas body.

Where an applicant does not meet the above requirement, their application may still be considered on an individual basis.

**Professional experience**

Ideally, three years’ managerial experience.

**English proficiency**

An IELTS score of 6.5 or TOEFL score of 580 (237 CBT, 89 IBT) is required for those whose first language is not English.

All students for whom English is not their first language must produce evidence of their English Language proficiency. The standard required is either an IELTS score of 6.5 (with no less than 5.5 in each band), TOEFL score of 580 (237 CBT, 89 IBT) or an equivalent score on a test recognised by the University of Hertfordshire https://www.herts.ac.uk/international/new-international-students/applying-to-the-university-of-hertfordshire/international-entry-requirements.

[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.
**Interview**

Where an applicant does not meet the above academic or professional requirements, they may be required to attend an interview with a member of the academic staff. This interview will consider their business exposure, leadership skills and professional achievements.

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).

If you would like this information in an alternative format please contact: The Executive Education team at ExecEd@herts.anc.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.

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<tr>
<th>Module Title</th>
<th>Module Code</th>
<th>A1</th>
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<th>A6</th>
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<th>B3</th>
<th>B4</th>
<th>C1</th>
<th>C2</th>
<th>C3</th>
<th>C4</th>
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<th>D1</th>
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<tr>
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</table>
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

A1. organisational environments
A2. inter-relatedness of internal aspects
A3. innovation, value creation, and risk management
A4. pervasive debates, issues, and new insights
A5. leadership and strategy, their relationship and influence
A6. research methods and tools

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

C1. creative and entrepreneurial
C2. research
C3. information and knowledge
C4. numeracy and quantitative
C5. ICT / digital media
C6. operations management

Transferable 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. Reflective analysis 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

B1. critical analysis
B2. reflective analysis
B3. ethical dilemmas and CSR
B4. research, analysis, and interpretation

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.

D1. communication
D2. personal effectiveness
D3. business ethics and value management
D4. team environment and individual contributions
Section 2

Programme management

Relevant QAA subject benchmarking statements
Type of programme
Date of validation/last periodic review
Date of production/ last revision of PS
Relevant to level/cohort
Administrative School

Business and Management (QAA 2015)
Postgraduate
September 21
05/11/2020
Level 7 entering September 2021
Hertfordshire Business School

Table 3 Course structure

<table>
<thead>
<tr>
<th>Course code</th>
<th>Course description</th>
<th>HECOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSW MBA</td>
<td>Master of Business Administration (Online)</td>
<td>100078 (50%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100088 (50%)</td>
</tr>
</tbody>
</table>
### Appendix 1: Study pattern for each intake in 2021/22

<table>
<thead>
<tr>
<th>Sem Year</th>
<th>Sem A intake</th>
<th>Sem B intake</th>
<th>Sem C intake</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 2020/21</td>
<td>Operations and business analytics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1 2020/21</td>
<td>Strategic marketing planning and entrepreneurship</td>
<td>Strategic marketing planning and entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>C1 2020/21</td>
<td>Financial management and analysis</td>
<td>Financial management and analysis</td>
<td>Financial management and analysis</td>
</tr>
<tr>
<td>B2 2021/22</td>
<td>Strategic Management Research</td>
<td>Operations and business analytics</td>
<td>Operations and business analytics</td>
</tr>
<tr>
<td>C2 2021/22</td>
<td>Executive career and professional development</td>
<td>Strategic Management Research</td>
<td>Strategic marketing planning and entrepreneurship</td>
</tr>
<tr>
<td>A1 2021/22</td>
<td>Executive career and professional development</td>
<td></td>
<td>Strategic Management Research</td>
</tr>
<tr>
<td>B1 2021/22</td>
<td></td>
<td></td>
<td>Executive career and professional development</td>
</tr>
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</table>

### Appendix 2: Study pattern for each intake in 2022/23

<table>
<thead>
<tr>
<th>Sem/Year</th>
<th>Sem A intake</th>
<th>Sem B intake</th>
<th>Sem C intake</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 2021/22</td>
<td>Human Resource Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1 2021/22</td>
<td>Operations and business analytics</td>
<td>Operations and business analytics</td>
<td>Strategic marketing planning and entrepreneurship</td>
</tr>
<tr>
<td>C1 2021/22</td>
<td>Strategic marketing planning and entrepreneurship</td>
<td>Strategic marketing planning and entrepreneurship</td>
<td>Strategic marketing planning and entrepreneurship</td>
</tr>
<tr>
<td>A2 2022/23</td>
<td>Financial management and analysis</td>
<td>Financial management and analysis</td>
<td>Operations and business analytics</td>
</tr>
<tr>
<td>C2 2022/23</td>
<td>Executive career and professional development</td>
<td>Strategic Management Research</td>
<td>Financial management and analysis</td>
</tr>
<tr>
<td>A2 2022/23</td>
<td>Executive career and professional development</td>
<td></td>
<td>Strategic Management Research</td>
</tr>
<tr>
<td>B2 2022/23</td>
<td></td>
<td></td>
<td>Executive career and professional development</td>
</tr>
</tbody>
</table>