

Please select a School

Title of Programme: Master of Business Administration

Programme Code: BSMBA

For Collaborative: Choose an item. at n/a

# Programme Specification

This programme specification is relevant to students entering:  
01 September 2025

Associate Dean of School (Education and Student Success):  
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
31/03/2025	G	Removal of sentence 'The normal entry requirements for the programme are:'

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

<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>	Not Applicable
<b>Final Award (Qualification)</b>	Master
<b>All Final Award titles</b>	Master of Business Administration
<b>(Qualification and Subject)</b>	Master of Business Administration (Human Resources)
	Master of Business Administration (Digital Marketing)
	Master of Business Administration (Healthcare)
	Master of Business Administration (Data Analytics)
	Master of Business Administration (Project Management)
	Master of Business Administration (FinTech)
	Master of Business Administration (Artificial Intelligence)
	Master of Business Administration (Global Business Development)
	Master of Business Administration (Logistics and Supply Chain Management)
	Master of Business Administration (Advertising and Brand Management)
	Master of Business Administration (Risk Management and Investment)
	Master of Business Administration with Extended Professional Practice
	Master of Business Administration with Advanced Project
<b>FHEQ level of award</b>	7

### A. Programme Rationale

This MBA programme is designed for individuals from diverse academic backgrounds who hold a first degree and have limited or no prior professional experience. It prepares students for managerial roles across various industries while enhancing their career prospects in their initial field of study. By focusing on leadership development and strategic management, the programme equips students with the skills needed to navigate dynamic business environments and adapt to evolving industry challenges.

The curriculum integrates advanced business knowledge with practical applications, ensuring graduates can confidently address complex organisational issues. Through strategic management principles, students develop a strong understanding of organisational contexts, enabling them to make informed, data-driven decisions. Real-world case studies, guest lectures and networking opportunities provide industry insights and professional exposure. The programme fosters analytical thinking, strategic problem-solving and leadership capabilities, ensuring graduates are well-prepared to take on decision-making roles in an interconnected and competitive business landscape.

Students will gain a comprehensive set of analytical tools, strategic management frameworks and business modelling techniques to evaluate the strategic positioning of organisations and drive business performance. Ethical leadership, contemporary business issues and global perspectives are embedded in the curriculum, fostering an awareness of the broader economic, social and technological forces shaping businesses. The MBA

experience also enhances critical thinking, academic communication, numeracy and cross-cultural teamwork, helping students develop innovative solutions to complex challenges. Core areas of study include human resource management, financial management, strategic management, marketing and entrepreneurship.

Designed to offer both flexibility and depth, the MBA caters to a diverse range of professional goals through its structured study pathways. It is available as either a one-year full-time programme or a two-year full-time programme. The one-year programme, while maintaining its generalist orientation, allows students to tailor their learning by selecting one of eleven specialisations: Human Resources, Digital Marketing, Healthcare, Data Analytics, Project Management, FinTech, Artificial Intelligence, Global Business Development, Logistics and Supply Chain Management, Advertising and Brand Management and Risk Management and Investment. Graduates who choose a specialisation will have their field of study indicated in their degree title, reflecting their expertise and enhancing their competitive edge. Those who prefer a generalist approach can opt for a standard MBA without a specialised designation.

The two-year full-time programme offers an extended learning experience with two distinct pathways. The **MBA with Extended Professional Practice** includes a 30-week postgraduate placement in the second year, providing practical business experience and applying academic learning in a real-world setting. Alternatively, the **MBA with Advanced Project** focuses on developing professional and consultancy skills through an applied business research project in the second year. This pathway is ideal for students who prefer an academic and research-focused approach or those who were not eligible to progress to the Extended Professional Practice route or were not able to secure a Professional Work Placement by the university's deadline. Both programme structures ensure graduates acquire strategic knowledge, leadership skills and industry-relevant insights, equipping them for success in today's competitive business environment.

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## B. Educational Aims of the Programme

### Diversity and Inclusion

Our programmes are purposefully designed to enable all students to engage meaningfully with the curriculum by being accessible and representative. We will support students to shape their learning experience, removing barriers and enabling them to succeed. The curriculum explicitly includes multiple and representative perspectives, valuing collective identities and individual diversity. Learning, teaching and assessment activities help students to understand how they can enhance outcomes both for themselves and for others. All students belong to a learning community and during their studies we really want to hear their voices, encourage them to listen to others and express themselves.

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 and applied programme of study in Business and Management, integrating strategic leadership, innovation and ethical decision-making within a dynamic global business environment.
- Equip students with advanced analytical, problem-solving and decision-making skills to evaluate and respond to complex organisational challenges systematically, creatively and responsibly.
- Offer opportunities for students to demonstrate leadership, entrepreneurship and digital acumen, enabling them to drive innovation and manage change in planning and implementing strategic initiatives.
- Enable students to gain industry-relevant experience and global business awareness through experiential learning opportunities, these may include a Young Enterprise project, work placements and cross-cultural business engagement, ensuring readiness for leadership roles.
- Provide a rigorous theoretical and applied grounding in research methodologies, supporting students in generating insights, leveraging data analytics and applying research methods to solve real-world business problems and inform strategic decision-making.

### Graduate Attributes

Our graduates will be capable and professional, creative and enterprising and will build their social and global awareness throughout. In addition to their subject expertise and proficiency, as a University of Hertfordshire graduate, they will be:

- Professionally focused
- Globally minded
- Sustainability driven
- Digitally capable and confident
- Inclusive and collaborative
- Evidence based and ethical

## 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 in 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 (2021) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
<p>A1- Analyse a broad range of organisations and the external context within which they operate</p> <p>A2 – Assess the inter-relatedness of internal aspects of organisations</p> <p>A3 – Evaluate how organisations may innovate, create value, manage financial and operational risk and strategically respond to forces and changes in the environment</p> <p>A4 – Research and analyse the pervasive debates, issues and new insights affecting organisations</p> <p>A5 – Critically examine theories of leadership and strategy, evaluating their relationship to each other, and their influence on the organisation</p> <p>A6 – Evaluate the limitations of different forms of data and use different research approaches, qualitative and quantitative business research methods and analytical tools for the investigation of business issues</p>	<p>Acquisition of knowledge and understanding is through a combination of lectures, tutorials, workshops and guest speakers. Workshops may include simulations, role play case studies and live projects.</p> <p>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.</p>	<p>Knowledge and understanding are assessed through a range of assessment techniques. At <b>Stage One</b> 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.</p> <p><b>Stage Two</b> 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 business logs.</p> <p>A6 is supported in the Strategic Management Research and Executive</p>

A7 - In MBA (Human Resources): Evaluate how strategic approaches to people management and the HR function may create value and contribute to organisational success considering relevant practical and ethical challenges

A8 - In MBA (Digital Marketing): Evaluate digital marketing tools and channels and their application for strategy and planning using effective digital marketing management practices

A9 - In MBA (Healthcare): Assess strategies used for planning and managing healthcare services and resolving relevant potential challenges

A10 - In MBA (Project Management): critically examine different project management methodologies and frameworks comparing their benefits and challenges to the management of project

A11 - In MBA (Fintech): Demonstrate a systematic understanding of emerging financial technologies employed in the field of finance and relevant Fintech business models

A12 - In MBA (Artificial Intelligence): Evaluate foundational AI concepts and analyse the application of AI in a business context considering relevant ethical issues.

A13 - In MBA (Global Business Development): Evaluate the global business environment and relevant theories and apply appropriate strategies and approaches considering the

Career Development modules and assessed in reports produced for these modules.

**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.

<p>effect of cultures and resources on the management and leadership decision-making processes</p> <p>A14 - In MBA (Advertising and Brand Management): Evaluate the design and execution of advertising and brand management strategies to develop a critical understanding of how they work as a corporate marketing tool</p> <p>A15 - In MBA (Risk Management and Investment): Appraise different financial management tools and techniques for making financing and investment decisions, considering relevant risks and risk management methods</p> <p>A16 (MBA with EPP): Critically reflect the application of academic learning to workplace practices in real-world environments</p> <p>A17 (MBA with AP): Apply a systematic understanding of advanced research methodologies to address complex organizational challenges in a business context</p>		
<b>Intellectual skills:</b>	<b>Teaching/learning methods &amp; strategies</b>	<b>Assessment</b>
<p>B1 - Critically analyse relevant academic management and leadership theories and apply models, tools and techniques for the critical evaluation of real business issues</p> <p>B2 - Evaluate personal skills and practice.</p> <p>B3 - Recognise and address ethical dilemmas and Corporate Social Responsibility (CSR) issues, applying ethical and</p>	<p>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.</p> <p>From the outset self-awareness and intellectual skills are developed through experiential learning and reflective writing.</p> <p>Opportunities to apply these skills to realistic business situations are integral to the programme and</p>	<p>Intellectual skills from B1-B4 are assessed through a combination of in-course assessments, quizzes and reflective writing assignments as in A above.</p> <p>B2 is specifically addressed through the reflective component of a range of module assignments, including reflective essays and a detailed portfolio detailed in the Executive Career Development module.</p>

<p>organisational values to situations and choices.</p> <p>B4 - Apply skills of research, analysis and interpretation appropriate for identifying business opportunities and challenges.</p> <p>B5 - In MBA (Data Analytics): Design data collection/gathering methods that are suitable to analyse business problems and provide relevant evaluations and summaries</p> <p>B6 - In MBA (Logistics and Supply Chain Management): Formulate and evaluate different ways in which supply chains and logistics operations may compete in the marketplace and recommend appropriate tools to support strategic decision-making considering competitive priorities</p>	<p>culminate in the Strategic Management Research and the Executive Career Development modules of the programme. The learner is encouraged to develop intellectual skills further by independent study</p>	<p>B3 is assessed within several modules, in assignments ranging from critical essays to practical applications. Ethical research practices are developed and used in a number of modules.</p> <p>B4 is specifically supported in the Strategic Management Research and Executive Career Development modules and assessed in reports produced for these modules.</p>
<b>Practical skills:</b>	<b>Teaching/learning methods &amp; strategies</b>	<b>Assessment</b>
<p>C1- Be creative and entrepreneurial and manage the creative process in self and others</p> <p>C2 - Conduct research into business issues both individually and as a team</p> <p>C3 - Use information and knowledge effectively</p> <p>C4 – Effectively apply numeracy skills and quantitative skills</p> <p>C5 – Enhance research and communication through ICT / digital media</p> <p>C6 – Deploy leadership and people management skills effectively</p> <p>C7 (MBA with EPP): Apply and develop networking skills to effectively contribute to the workplace</p>	<p>Practical skills are developed through the methods and strategies outlined in section A, above.</p> <p>C2 is developed through the Strategic Management Research and the Executive Career Development modules.</p> <p>C3 is developed throughout engagement with studies and material across all module on the programme.</p> <p>C4 is developed through a variety of numerical calculations and case study applications in the activities and material used in the Financial Principles and Practice module.</p> <p>C5 is developed by the use of Canvas to communicate with lecturers and fellow students, and by the use of computers available in the Learning Resources Centre, as well as through formal teaching.</p> <p>C6 is developed through undertaking groupwork in classroom discussions and</p>	<p>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.</p> <p>C2-C5 skills are assessed in reports and essays for several modules but in particular in the Strategic Management Research and the Executive Career Development modules.</p> <p>C4 skills are assessed through coursework in the Financial Reporting and Practice module</p> <p>C6 skills are specifically supported in group work assessments in the People Management and Marketing and Entrepreneurship modules</p>

C8 (MBA with AP): Design and execute a comprehensive business project independently, employing appropriate research tools and methodologies to generate valid and actionable outcomes	coursework, particularly in the People Management and Marketing and Entrepreneurship modules	
Transferable skills:	Teaching/learning methods & strategies	Assessment
<p>D1- Communicate effectively orally and/or in writing, and using a range of digital media</p> <p>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.</p> <p>D3 – Demonstrate good business ethics and value management.</p> <p>D4 – Exercising a range of leadership skills, managing effective performance within a team environment and being able to recognise and utilise individual contributions in group processes.</p> <p>D5 (MBA with EPP): Take responsibility for the critical evaluation of professional competencies and employability skills through placement experiences, with a focus on future career development</p> <p>D6 (MBA with AP): Take responsibility for leading and managing a research-informed business project, employing skills in strategic planning, professional communication and team collaboration to drive impactful outcomes</p>	<p>Transferable skills are developed through a combination of lectures, tutored group interactions and coursework - including group presentations and reports and individual reflective essays.</p> <p>D1 is particularly supported by the Business School's Centre for Academic Skills Enhancement (CASE) through a combination of workshops, one-to-one meetings, and online briefings and tutorials.</p> <p>D1 and D2 are specifically supported by the UH Careers, Employment and Enterprise Service and the MLO Departmental Employability Champion</p> <p>Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan.</p>	<p>Transferable skills are assessed through a range of assignments including coursework reports and oral presentations, group work, individual reflective essays and, in particular, the assessments required for the modules: Strategic Management Research and the Executive Career Development.</p>



## D. Programme Structures, Features, Levels, Modules and Credits

The programme is offered in **full-time one-year** and full-time two-year modes. The full-time one-year mode is available for semester A (September) and semester B (January/February) intakes, and leads to the following awards: Master of Business Administration, Master of Business Administration (Human Resources), Master of Business Administration (Digital Marketing), Master of Business Administration (Healthcare), Master of Business Administration (Data Analytics), Master of Business Administration (Project Management), Master of Business Administration (FinTech), Master of Business Administration (Artificial Intelligence), Master of Business Administration (Global Business Development), Master of Business Administration (Logistics and Supply Chain Management), Master of Business Administration (Advertising and Brand Management) and Master of Business Administration (Risk Management and Investment).

The **full-time two-year** mode is available for Semester A (September) and semester B (January/February) intakes for the Master of Business Administration with Advanced Project award, and available for semester A (September) intake only for the Master of Business Administration with Extended Professional Practice award.

### Professional and Statutory Regulatory Bodies

No accreditation

### Work-Based Learning, including Sandwich Programmes

An award of Master of Business Administration with Extended Professional Practice is made if at least 30 weeks of approved, supervised work experience is undertaken in addition to the standard duration required for the full-time MBA. While students are responsible for securing their own placements, they receive support from the Future Success and Employability team and through the Preparation for the Workplace (7BSP2137) module, which is specifically designed in the first year to assist in securing placements. During the second year, students must also complete Professional Work Placement (7BUS2102) and Work Placement Portfolio (7BSP1318) to enhance their learning and professional development during their placement. These modules are an essential and compulsory component of the programme, ensuring structured academic and practical engagement.

### 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

**Award:** Master of Business Administration

**Mode of study:** Full-time one year

**Entry point:** Semester A

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development	7BUS2136	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
<b>Optional Modules</b> (select one)							
Human Resource Strategy and Practice	7BUS2138	30	30	0	70	0	B
Digital Marketing	7BUS2141	30	0	0	100	0	B
Leading and Managing in Healthcare	7BUS2144	30	0	0	100	0	B
Data Analytics for Business leaders	7BUS2147	30	0	0	100	0	B
Project Management Methodologies	7BUS2150	30	0	0	100	0	B

FinTech	7BUS2153	30	0	0	100	0	B
Artificial Intelligence in Business	7BUS2156	30	0	0	100	0	B
Global Business Development	7BUS2159	30	30	0	70	0	B
Logistics and Supply Chain Management	7BUS2162	30	0	0	100	0	B
Advertising and Brand Management	7BUS2165	30	0	0	100	0	B
Risk Management and Investment	7BUS2168	30	40	0	60	0	B
<b>Compulsory Modules</b>							
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research	7BUS2137	30	30	0	70	0	C

The award of a Master of Business Administration degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration

**Mode of study:** Full-time one year

**Entry point:** Semester B

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
<b>Optional Modules</b> (select one)							
Human Resource Strategy and Practice	7BUS2138	30	30	0	70	0	B
Digital Marketing	7BUS2141	30	0	0	100	0	B
Leading and Managing in Healthcare	7BUS2144	30	0	0	100	0	B
Data Analytics for Business leaders	7BUS2147	30	0	0	100	0	B
Project Management Methodologies	7BUS2150	30	0	0	100	0	B
FinTech	7BUS2153	30	0	0	100	0	B
Artificial Intelligence in Business	7BUS2156	30	0	0	100	0	B
Global Business Development	7BUS2159	30	30	0	70	0	B
Logistics and Supply Chain Management	7BUS2162	30	0	0	100	0	B
Advertising and Brand Management	7BUS2165	30	0	0	100	0	B
Risk Management and Investment	7BUS2168	30	40	0	60	0	B
<b>Compulsory Modules</b>							
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development	7BUS2136	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research	7BUS2137	30	30	0	70	0	A

The award of a Master of Business Administration degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Human Resources)

**Mode of study:** Full-time one year

**Entry point:** Semester A

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Human Resources	7BUS2140	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Human Resource Strategy and Practice	7BUS2138	30	30	0	70	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Human Resource	7BUS2139	30	30	0	70	0	C

The award of a Master of Business Administration (Human Resources) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Human Resources)

**Mode of study:** Full-time one year

**Entry point:** Semester B

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Human Resource Strategy and Practice	7BUS2138	30	30	0	70	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Human Resources	7BUS2140	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Human Resource	7BUS2139	30	30	0	70	0	A

The award of a Master of Business Administration (Human Resources) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Digital Marketing)

**Mode of study:** Full-time one year

**Entry point:** Semester A

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							

People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Digital Marketing	7BUS2142	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Digital Marketing	7BUS2141	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Digital Marketing	7BUS2143	30	30	0	70	0	C

The award of a Master of Business Administration (Digital Marketing) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Digital Marketing)

**Mode of study:** Full-time one year

**Entry point:** Semester B

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Digital Marketing	7BUS2141	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Digital Marketing	7BUS2142	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Digital Marketing	7BUS2143	30	30	0	70	0	A

The award of a Master of Business Administration (Digital Marketing) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Healthcare)

**Mode of study:** Full-time one year

**Entry point:** Semester A

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Healthcare	7BUS2146	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Leading and Managing in Healthcare	7BUS2144	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Healthcare	7BUS2145	30	30	0	70	0	C

The award of a Master of Business Administration (Healthcare) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Healthcare)

**Mode of study:** Full-time one year

**Entry point:** Semester B

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Leading and Managing in Healthcare	7BUS2144	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Healthcare	7BUS2146	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Healthcare	7BUS2145	30	30	0	70	0	A

The award of a Master of Business Administration (Healthcare) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Data Analytics)

**Mode of study:** Full-time one year

**Entry point:** Semester A

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Data Analytics	7BUS2148	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Data Analytics for Business leaders	7BUS2147	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Data Analytics	7BUS2149	30	30	0	70	0	C

The award of a Master of Business Administration (Data Analytics) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Data Analytics)

**Mode of study:** Full-time one year

**Entry point:** Semester B

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Data Analytics for Business leaders	7BUS2147	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Data Analytics	7BUS2148	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A

Strategic Management Research in Data Analytics	7BUS2149	30	30	0	70	0	A
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The award of a Master of Business Administration (Data Analytics) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Project Management)

**Mode of study:** Full-time one year

**Entry point:** Semester A

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Project Management	7BUS2152	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Project Management Methodologies	7BUS2150	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Project Management	7BUS2151	30	30	0	70	0	C

The award of a Master of Business Administration (Project Management) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Project Management)

**Mode of study:** Full-time one year

**Entry point:** Semester B

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Project Management Methodologies	7BUS2150	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Project Management	7BUS2152	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Project Management	7BUS2151	30	30	0	70	0	A

The award of a Master of Business Administration (Project Management) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (FinTech)

**Mode of study:** Full-time one year

**Entry point:** Semester A

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in FinTech	7BUS2154	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
FinTech	7BUS2153	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in FinTech	7BUS2155	30	30	0	70	0	C

The award of a Master of Business Administration (FinTech) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (FinTech)

**Mode of study:** Full-time one year

**Entry point:** Semester B

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
FinTech	7BUS2153	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in FinTech	7BUS2154	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in FinTech	7BUS2155	30	30	0	70	0	A

The award of a Master of Business Administration (FinTech) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Artificial Intelligence)

**Mode of study:** Full-time one year

**Entry point:** Semester A

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Artificial Intelligence	7BUS2158	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Artificial Intelligence in Business	7BUS2156	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C

Strategic Management Research in Artificial Intelligence	7BUS2157	30	30	0	70	0	C
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The award of a Master of Business Administration (Artificial Intelligence) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Artificial Intelligence)

**Mode of study:** Full-time one year

**Entry point:** Semester B

<b>Compulsory Modules</b> Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Artificial Intelligence in Business	7BUS2156	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Artificial Intelligence	7BUS2158	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Artificial Intelligence	7BUS2157	30	30	0	70	0	A

The award of a Master of Business Administration (Artificial Intelligence) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Global Business Development)

**Mode of study:** Full-time one year

**Entry point:** Semester A

<b>Compulsory Modules</b> Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Global Business Development	7BUS2160	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Global Business Development	7BUS2159	30	30	0	70	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Global Business Development	7BUS2161	30	30	0	70	0	C

The award of a Master of Business Administration (Global Business Development) degree requires 180 credit points passed at level 7.



**Award:** Master of Business Administration (Global Business Development)

**Mode of study:** Full-time one year

**Entry point:** Semester B

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Global Business Development	7BUS2159	30	30	0	70	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Global Business Development	7BUS2160	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Global Business Development	7BUS2161	30	30	0	70	0	A

The award of a Master of Business Administration (Global Business Development) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Logistics and Supply Chain Management)

**Mode of study:** Full-time one year

**Entry point:** Semester A

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Logistics and Supply Chain Management	7BUS2164	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Logistics and Supply Chain Management	7BUS2162	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Logistics and Supply Chain Management	7BUS2163	30	30	0	70	0	C

The award of a Master of Business Administration (Logistics and Supply Chain Management) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Logistics and Supply Chain Management)

**Mode of study:** Full-time one year

**Entry point:** Semester B

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Logistics and Supply Chain Management	7BUS2162	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C

Executive Career Development in Logistics and Supply Chain Management	7BUS2164	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Logistics and Supply Chain Management	7BUS2163	30	30	0	70	0	A

The award of a Master of Business Administration (Logistics and Supply Chain Management) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Advertising and Brand Management)

**Mode of study:** Full-time one year

**Entry point:** Semester A

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Advertising and Brand Management	7BUS2166	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Advertising and Brand Management	7BUS2165	30	0	0	100	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Advertising and Brand Management	7BUS2167	30	30	0	70	0	C

The award of a Master of Business Administration (Advertising and Brand Management) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Advertising and Brand Management)

**Mode of study:** Full-time one year

**Entry point:** Semester B

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Module Title							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Advertising and Brand Management	7BUS2165	30	0	0	100	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Advertising and Brand Management	7BUS2166	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Advertising and Brand Management	7BUS2167	30	30	0	70	0	A

The award of a Master of Business Administration (Advertising and Brand Management) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Risk Management and Investment)

**Mode of study:** Full-time one year

**Entry point:** Semester A

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development in Risk Management and Investment	7BUS2170	30	10	0	90	0	A
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Risk Management and Investment	7BUS2168	30	40	0	60	0	B
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research in Risk Management and Investment	7BUS2169	30	30	0	70	0	C

The award of a Master of Business Administration (Risk Management and Investment) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration (Risk Management and Investment)

**Mode of study:** Full-time one year

**Entry point:** Semester B

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>Compulsory Modules</b>							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
Risk Management and Investment	7BUS2168	30	40	0	60	0	B
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development in Risk Management and Investment	7BUS2170	30	10	0	90	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research in Risk Management and Investment	7BUS2169	30	30	0	70	0	A

The award of a Master of Business Administration (Risk Management and Investment) degree requires 180 credit points passed at level 7.

**Award:** Master of Business Administration with Extended Professional Practice

**Mode of study:** Full-time two years

**Entry point:** Semester A

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b>First year:</b>							
<b>Compulsory Modules</b>							

People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development	7BUS2136	30	10	0	90	0	A
Preparation for the Workplace	7BSP1317	0	0	0	P/F	0	AB
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
<b>Optional Modules</b> (select one)							
Human Resource Strategy and Practice	7BUS2138	30	30	0	70	0	B
Digital Marketing	7BUS2141	30	0	0	100	0	B
Leading and Managing in Healthcare	7BUS2144	30	0	0	100	0	B
Data Analytics for Business leaders	7BUS2147	30	0	0	100	0	B
Project Management Methodologies	7BUS2150	30	0	0	100	0	B
FinTech	7BUS2153	30	0	0	100	0	B
Artificial Intelligence in Business	7BUS2156	30	0	0	100	0	B
Global Business Development	7BUS2159	30	30	0	70	0	B
Logistics and Supply Chain Management	7BUS2162	30	0	0	100	0	B
Advertising and Brand Management	7BUS2165	30	0	0	100	0	B
Risk Management and Investment	7BUS2168	30	40	0	60	0	B

Semester C is a vacation unless the student has referral or deferral assessments.

**Second year:**

**Compulsory Modules**

Professional Work Placement	7BUS2102	60	0	0	P/F	0	AB
Work Placement Portfolio	7BSP1318	0	0	0	P/F	0	C
Financial Principles and Practice	7BUS2135	30	70	0	30	0	C
Strategic Management Research	7BUS2137	30	30	0	70	0	C

The award of a Master of Business Administration with Extended Professional Practice degree requires 240 credit points passed at level 7 including the Professional Work Placement.

The Master of Business Administration with Extended Professional Practice award incorporates a minimum of 30 weeks full time placement work. To be academically eligible for a placement, students must pass all their semester A of first year modules on their first attempt. Students who are academically eligible for the placement must secure a professional work placement by themselves with the support of the Careers and Employment Team. The professional work placement would have to be approved by the Careers and Employment Team. Students who are not academically eligible, or are not able to secure a placement, will be transferred from the Master of Business Administration with Extended Professional Practice pathway to the Master of Business Administration with Advanced Project pathway. However, the change of study pathway may impact students' degree award and eligibility for Graduate visa.

The Master of Business Administration with Extended Professional Practice award is available for semester A (September) intake only, this award is not available for semester B (January/February) intake.

**Award:** Master of Business Administration with Advanced Project

**Mode of study:** Full-time two years

**Entry point:** Semester A

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
<b><u>First year:</u></b>							
<b>Compulsory Modules</b>							
People Management	7BUS2133	30	0	0	100	0	A
Executive Career Development	7BUS2136	30	10	0	90	0	A

Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
<b>Optional Modules</b> (select one)							
Human Resource Strategy and Practice	7BUS2138	30	30	0	70	0	B
Digital Marketing	7BUS2141	30	0	0	100	0	B
Leading and Managing in Healthcare	7BUS2144	30	0	0	100	0	B
Data Analytics for Business leaders	7BUS2147	30	0	0	100	0	B
Project Management Methodologies	7BUS2150	30	0	0	100	0	B
FinTech	7BUS2153	30	0	0	100	0	B
Artificial Intelligence in Business	7BUS2156	30	0	0	100	0	B
Global Business Development	7BUS2159	30	30	0	70	0	B
Logistics and Supply Chain Management	7BUS2162	30	0	0	100	0	B
Advertising and Brand Management	7BUS2165	30	0	0	100	0	B
Risk Management and Investment	7BUS2168	30	40	0	60	0	B

Semester C is a vacation unless the student has referral or deferral assessments.

**Second year:**

**Compulsory Modules**

Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research	7BUS2137	30	30	0	70	0	A
Research Skills	7BUS2249	15	P/F	0	P/F	0	B
Advanced Project	7BUS2250	45	0	0	100	0	BC

The award of a Master of Business Administration with Advanced Project degree requires 240 credit points passed at level 7 including the Advanced Project.

**Award:** Master of Business Administration with Advanced Project

**Mode of study:** Full-time two years

**Entry point:** Semester B

Module Title	Module Code	Credit Points	%Test	% Examination	% Coursework	% Practical	Semesters
<b>First year:</b>							
<b>Compulsory Modules</b>							
Marketing and Entrepreneurship	7BUS2134	30	40	0	60	0	B
<b>Optional Modules</b> (select one)							
Human Resource Strategy and Practice	7BUS2138	30	30	0	70	0	B
Digital Marketing	7BUS2141	30	0	0	100	0	B
Leading and Managing in Healthcare	7BUS2144	30	0	0	100	0	B
Data Analytics for Business leaders	7BUS2147	30	0	0	100	0	B
Project Management Methodologies	7BUS2150	30	0	0	100	0	B
FinTech	7BUS2153	30	0	0	100	0	B
Artificial Intelligence in Business	7BUS2156	30	0	0	100	0	B
Global Business Development	7BUS2159	30	30	0	70	0	B
Logistics and Supply Chain Management	7BUS2162	30	0	0	100	0	B
Advertising and Brand Management	7BUS2165	30	0	0	100	0	B
Risk Management and Investment	7BUS2168	30	40	0	60	0	B
<b>Compulsory Modules</b>							
People Management	7BUS2133	30	0	0	100	0	C
Executive Career Development	7BUS2136	30	10	0	90	0	C

Financial Principles and Practice	7BUS2135	30	70	0	30	0	A
Strategic Management Research	7BUS2137	30	30	0	70	0	A
<b>Second year:</b>							
Research Skills	7BUS2249	15	P/F	0	P/F	0	B
Advanced Project	7BUS2250	45	0	0	100	0	BC

The award of a Master of Business Administration with Advanced Project degree requires 240 credit points passed at level 7 including the Advanced 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	Master of Business Administration	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, B1, B2, B3, B4, A*/B*, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Human Resources)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A7, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Digital Marketing)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A8, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Healthcare)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A9, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Data Analytics)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, B1, B2, B3, B4, B5, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Project Management)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A10, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (FinTech)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A11, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Artificial Intelligence)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A12, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Global Business Development)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A13, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4

Masters	Master of Business Administration (Logistics and supply Chain Management)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, B1, B2, B3, B4, B6, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Advertising and Brand Management)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A14, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration (Risk Management and Investment)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, A6, A15, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Masters	Master of Business Administration with Extended Professional Practice	240 credit points, including at least 210 at level 7	6 Semesters	A1, A2, A3, A4, A5, A6, A16, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, C7, D1, D2, D3, D5
Masters	Master of Business Administration with Advanced Project	240 credit points, including at least 210 at level 7	5,6 Semesters	A1, A2, A3, A4, A5, A6, A17, B1, B2, B3, B4, C1, C2, C3, C4, C5, C6, C8, D1, D2, D3, D6

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Masters	Master of Business Administration Studies	180 credit points, including at least 150 at level 7	5,6 Semesters	A1, A2, A3, A4, A5, A6, B1, B2, B3, B4, A*/B*, C1, C2, C3, C4, C5, C6, D1, D2, D3, D4
Postgraduate Diploma	Business Administration	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, A*/B*, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Human Resources)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A7, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Digital Marketing)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A8, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Healthcare)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A9, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Data Analytics)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B5, C1, C2, C3, C4, C5, D1, D2, D3

Postgraduate Diploma	Business Administration (Project Management)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A10, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (FinTech)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A11, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Artificial Intelligence)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A12, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Global Business Development)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A13, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Logistics and supply Chain Management)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B6, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Advertising and Brand Management)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A14, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Diploma	Business Administration (Risk Management and Investment)	120 credit points, including at least 90 at level 7	2-3 Semesters	A1, A2, A3, A4, A5, A15, B1, B2, B3, C1, C2, C3, C4, C5, D1, D2, D3
Postgraduate Certificate	Untitled	60 credit points, including at least 45 at level 7	1, 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 students' 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](#) (*delete as applicable*) and [UPR AS14](#)) with the exception of those listed below, which have been specifically approved by the University: none

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

- The two-year full-time Master of Business Administration with Extended Professional Practice programme is only available to full-time, semester A intake.
- To progress to a placement, students on the 'with Extended Professional Practice' route must normally have completed 120 credits and have passed all 60 credits of their first semester modules on their first sitting. Additionally, students undertaking a work placement can only trail up to 30 credits of referred (FREF) and/or deferred (DEF) modules from Year 1 and are not usually permitted any failures requiring re-enrolment (FREN) from Year 1. **Students who have not met these progression requirements, will be transferred from the 'with Extended Professional Practice' award to the two-year 'with Advanced Project' award.**



- Students are responsible for securing their own placement. Students are usually required to secure their placement by the end of April to process the necessary paperwork, allowing sufficient time to begin the placement and complete the 30 weeks of full-time work required. **Students who do not secure a placement in this timescale will be transferred from the 'with Extended Professional Practice' award to the two-year 'with Advanced Project' award.**
- The award of 'Master of Business Administration with Extended Professional Practice' requires 240 credit points passed at Level 7, including placement modules 'Professional Work Placement' and 'Work Placement Portfolio' (following the completion of a full-time 30-week minimum professional work placement). Students who do not successfully complete the placement and associated module assessments will be offered the award '**Master of Business Administration Studies**', where the requirements of that award have been met.
- The two-year full-time Master of Business Administration with Advanced Project programme is available for semester A and semester B intakes. This is offered as a stand-alone route and also as an alternative route for students who were originally registered on the 'with Extended Professional Practice' route' but were not academically eligible to progress to the Extended Professional Practice route or were not able to secure a Professional Work Placement by the set timescale.
- The award of 'Master of Business Administration with Advanced Project' requires 240 credit points passed at Level 7, including the Research Skills and Advanced project modules. Students who do not successfully complete these modules will be offered the award 'Master of Business Administration Studies', where the requirements of that award have been met.
- The award calculation for the 1-year courses of 'Master of business Administration' and all its pathways, will be based on an average of the best 150 of 180 grade-bearing credits on the programme.
- The award calculation for 'Master of business Administration with Extended Professional Practice' will be based on an average of the best 150 of 180 grade-bearing credits on the programme; the remaining 60 credits gained from the 'Professional Work Placement' module are excluded from this calculation, as this module is graded pass/fail (and feature as such on the award transcript).
- The award calculation for 'Master of Business Administration with Advanced Project will be based on an average of the best 195 of 225 grade-bearing credits on the programme; the remaining 15 credits gained from the 'Research Skills' module are excluded from this calculation, as this module is graded pass/fail (and feature as such on the award transcript).
- Students cannot progress to their Year 2 Advanced Project route with more than 60 credits of failed (FREF/FREN) modules in Year 1. Students are permitted to progress to the second year of the Advanced Project programme with trailing failure modules. All students undertaking a two-year Advanced Project programme of study will be automatically re-registered on any failed modules from Year 1.

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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 of Hertfordshire Business School
- The Associate Dean (Education and Student Success) and the Head of PG Curriculum, who ensure the programme operates within the parameters outlined in the Programme Specification and module documents
- Head of Department, who has delegated authority for the programme
- The Programme Leader (PL) who has overall responsibility for the management of the programme, advising students on the programme as a whole and chairing the programme committee
- The Deputy Programme Leader who supports the PL with the management of the programme
- Module Leaders who are responsible for individual modules
- A Programme Committee, the membership of which includes student representatives from each pathway of study and key members of the Business School staff
- A designated administrative team to deal with day-to-day administration associated with the modules within the programme
- Student representatives
- Personal tutors who provide non-academic, personal support
- An Admission Tutor, with specific responsibility for open days and selection
- An International Admissions Tutor, with specific responsibility for selection of overseas students

### Support

Students are supported by:

- An induction week at the beginning of each new academic session.
- Overseas Orientation
- Personal tutors and Personal Advisors Team who will be an important point of contact to help students gain a good understanding of the School and programme they are studying
- 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, Student Wellbeing (incorporating Counselling, Mental Health and Disability Support), Chaplaincy, and Day Nursery
- Centre for Academic Skills Enhancement (CASE)
- English support classes (including Academic English for Business sessions aligned with a core module)
- An equal opportunities officer
- A versatile on-line inter-active intranet and learning environment
- Guided student-centred learning on Canvas module sites
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in 2 Learning Resources Centres
- Student Success Hubs, which include a Mathematics Drop-in Centre
- Medical Centre
- University Disability Advisors
- Careers and Employment team
- Hertfordshire Student's Union
- Dedicated programme site
- Designated administrative team

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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 dedicated programme site
- A Definitive Module Document (DMD) 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/>.

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## G. Entry requirements

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: [ExecEd@herts.ac.uk](mailto:ExecEd@herts.ac.uk)

If you wish to receive a copy of the latest External Examiner's Report for the programme, please email a request to [aqo@herts.ac.uk](mailto:aqo@herts.ac.uk)

**Master of Business Administration (general + pathways)**  
**Master of Business Administration with Extended Professional Practice**  
**Master of Business Administration with Advanced Project**

**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.

		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	A*	B1	B2	B3	B4	B*	C1	C2	C3	C4	C5	C6	C*	D1	D2	D3	D4	D*
People Management	7BUS2133	x	x	x	x	x			x	x	x			x	x	x			x		x	x	x	x	
Marketing and Entrepreneurship	7BUS2134	x	x	x	x	x			x	x	x	x		x	x	x		x	x		x	x	x		
Financial Principles and Practice	7BUS2135	x	x	x	x	x	x		x	x	x	x			x	x	x				x	x	x	x	
Executive Career Development + pathways	7BUS2136/XX	x	x		x					x	x	x		x	x	x		x			x	x	x	x	
Strategic Management Research + pathways	7BUS2137/XX	x	x	x	x	x	x		x	x	x	x		x	x	x	x				x	x	x	x	
Route/Field-Specific Module*																									
Human Resource Strategy and Practice	7BUS2138	x	x		x			A7		x		x		x	x	x		x			x	x	x		
Digital Marketing	7BUS2141	x	x		x			A8		x		x		x	x	x		x			x	x	x		
Leading and Managing in Healthcare	7BUS2144	x	x		x			A9		x		x		x	x	x		x			x	x	x		
Data Analytics for Business leaders	7BUS2147	x	x		x					x		x	B5	x	x	x		x			x	x	x		
Project Management Methodologies	7BUS2150	x	x		x			A10		x		x		x	x	x		x			x	x	x		
FinTech	7BUS2153	x	x		x			A11		x		x		x	x	x		x			x	x	x		
Artificial Intelligence in Business	7BUS2156	x	x		x			A12		x		x		x	x	x		x			x	x	x		
Global Business Development	7BUS2159	x	x		x			A13		x		x		x	x	x		x			x	x	x		
Logistics and Supply Chain Management	7BUS2162	x	x		x					x		x	B6	x	x	x		x			x	x	x		
Advertising and Brand Management	7BUS2165	x	x		x			A14		x		x		x	x	x		x			x	x	x		
Risk Management and Investment	7BUS2168	x	x		x			A15		x		x		x	x	x		x			x	x	x		
<b>For MBA with EPP:</b>																									
Preparation for the Workplace	7BSP1317							A16		x				x							x	x			D5
Work Placement Portfolio	7BSP1318							A16		x										C7	x	x			D5
Professional Work Placement	7BUS2102		x					A16		x										C7	x				D5
<b>For MBA with AP:</b>																									
Research Skills	7BUS2249	x	x		x		x	A17	x	x	x	x		x			x						x		D6
Advanced Project	7BUS2250	x	x		x		x	A17	x	x	x	x		x	x	x	x			C8	x	x			D6

# KEY TO PROGRAMME LEARNING OUTCOMES

## Knowledge and understanding

A1- Analyse a broad range of organisations and the external context within which they operate

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 – Evaluate the limitations of different forms of data and use different research approaches, qualitative and quantitative business research methods and analytical tools for the investigation of business issues

A7 - \*In MBA (Human Resources): Evaluate how strategic approaches to people management and the HR function may create value and contribute to organisational success considering relevant practical and ethical challenges

A8 - \*In MBA (Digital Marketing): Evaluate digital marketing tools and channels and their application for strategy and planning using effective digital marketing management practices

A9 - \*In MBA (Healthcare): Assess strategies used for planning and managing healthcare services and resolving relevant potential challenges

A10 - \*In MBA (Project Management): critically examine different project management methodologies and frameworks comparing their benefits and challenges to the management of project

A11 - \*In MBA (Fintech): Demonstrate a systematic understanding of emerging financial technologies employed in the field of finance and relevant Fintech business models

A12 - \*In MBA (Artificial Intelligence): Evaluate foundational AI concepts and analyse the application of AI in a business context considering relevant ethical issues.

A13 - \*In MBA (Global Business Development): Evaluate the global business environment and relevant theories and apply appropriate strategies and approaches considering the effect of cultures and resources on the management and leadership decision-making processes

A14 - \*In MBA (Advertising and Brand Management): Evaluate the design and execution of advertising and brand management strategies to develop a critical understanding of how they work as a corporate marketing tool

A15 - \*In MBA (Risk Management and Investment): Appraise different financial management tools and techniques for making financing and investment decisions, considering relevant risks and risk management methods

A16 (MBA with EPP): Critically reflect the application of academic learning to workplace practices in real-world environments

A17 (MBA with AP): Apply a systematic understanding of advanced research methodologies to address complex organizational challenges in a business context

## 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 Corporate Social Responsibility (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.

B5 - \*In MBA (Data Analytics): Design data collection/gathering methods that are suitable to analyse business problems and provide relevant evaluations and summaries

B6 - \*In MBA (Logistics and Supply Chain Management): Formulate and evaluate different ways in which supply chains and logistics operations may compete in the marketplace and recommend appropriate tools to support strategic decision-making considering competitive priorities

## 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

C5 – Enhance research and communication through ICT / digital media

C6 – Deploy leadership and people management skills effectively

C7 (MBA with EPP): Apply and develop networking skills to effectively contribute to the workplace

C8 (MBA with AP): Design and execute a comprehensive business project independently, employing appropriate research tools and methodologies to generate valid and actionable outcomes

## Transferable Skills

D1- Communicate effectively orally and/or 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 – Exercising a range of leadership skills, managing effective performance within a team environment and being able to recognise and utilise individual contributions in group processes.

D5 (MBA with EPP): Take responsibility for the critical evaluation of professional competencies and employability skills through placement experiences, with a focus on future career development

D6 (MBA with AP): Take responsibility for leading and managing a research-informed business project, employing skills in strategic planning, professional communication and team collaboration to drive impactful outcomes

**Table 3: Development of Graduate Attributes in the Constituent Modules**

This map identifies where the Graduate Attributes are delivered in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the development of the Graduate Attributes (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own personal and professional development as the programme progresses. [Note that there is no requirement for the Graduate Attributes to be assessed through these modules]

D = Delivered

Module Title	Module Code	Professionally Focused	Globally Minded	Sustainability Driven	Digitally capable & confident	Inclusive & collaborative	Evidenced based & Ethical
People Management	7BUS2133	D	D			D	D
Marketing and Entrepreneurship	7BUS2134	D	D	D	D	D	D
Financial Principles and Practice	7BUS2135	D	D	D	D		D
Executive Career Development + pathways	7BUS2136/XX	D	D		D	D	D
Strategic Management Research + pathways	7BUS2137/XX	D	D		D	D	D
Human Resource Strategy and Practice	7BUS2138	D		D	D	D	D
Digital Marketing	7BUS2141	D			D		
Leading and Managing in Healthcare	7BUS2144	D	D		D	D	D
Data Analytics for Business leaders	7BUS2147	D			D		D
Project Management Methodologies	7BUS2150	D			D		D
FinTech	7BUS2153	D			D		D
Artificial Intelligence in Business	7BUS2156	D			D		D
Global Business Development	7BUS2159	D	D	D		D	D
Logistics and Supply Chain Management	7BUS2162	D		D	D		D
Advertising and Brand Management	7BUS2165	D	D				D
Risk Management and Investment	7BUS2168	D	D		D		
Preparation for the Workplace	7BSP1317	D			D	D	D
Work Placement Portfolio	7BSP1318	D	D			D	D
Professional Work Placement	7BUS2102	D	D			D	D
Research Skills	7BUS2249	D			D		D
Advanced Project	7BUS2250	D			D		D

## 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**

**Language of Delivery**

Master's in Business and Management March 2023

Taught postgraduate

March 25

March 2025

Level 7 entering September 2025

Hertfordshire Business School

English

**Table 4 Course structure**

Course details			
Course Code	Course Description	HECOS	UCAS
BSMBADMIN	Master of Business Administration	100078 50% 100088 50%	N/A
BSMBAHR	Master of Business Administration (Human Resources)	100078 50% 100088 50%	N/A
BSMBADM	Master of Business Administration (Digital Marketing)	100078 50% 100088 50%	N/A
BSMBAH	Master of Business Administration (Healthcare)	100078 50% 100088 50%	N/A
BSMBADA	Master of Business Administration (Data Analytics)	100078 50% 100088 50%	N/A
BSMBAPM	Master of Business Administration (Project Management)	100078 50% 100088 50%	N/A
BSMBAFT	Master of Business Administration (FinTech)	100078 50% 100088 50%	N/A
BSMBAAI	Master of Business Administration (Artificial Intelligence)	100078 50% 100088 50%	N/A
BSMBAGBD	Master of Business Administration (Global Business Development)	100078 50% 100088 50%	N/A
BSMBALSCM	Master of Business Administration (Logistics and Supply Chain Management)	100078 50% 100088 50%	N/A
BSMBAABM	Master of Business Administration (Advertising and Brand Management)	100078 50% 100088 50%	N/A
BSMBARMI	Master of Business Administration (Risk Management and Investment)	100078 50% 100088 50%	N/A
BSMBAE	Master of Business Administration with Extended Professional Practice	100078 50% 100088 50%	N/A
BSMBAE	Master of Business Administration with Advanced Project	100078 50% 100088 50%	N/A