

# Programme Specification

|  |   |                             |                |
|--|---|-----------------------------|----------------|
| <b>Programme Title and Name of Award</b>               | MBA Legal Leadership  |                             |                |
| <b>Academic Level</b>                                  | 7   | <b>Total Credits</b>        | 180            |
| <b>Professional Body Accreditation / Qualification</b> | not applicable  |                             |                |
| <b>Date of Professional Body Accreditation</b>         | not applicable  | <b>Accreditation Period</b> | not applicable |
| <b>UCAS Code</b>                                       | not applicable  |                             |                |
| <b>HECoS Code</b>                                      | 100079  |                             |                |
| <b>Criteria for Admission to the Programme</b>         | <p>We welcome applications from students who may not meet the formal entry criteria but who have relevant experience or the ability to pursue the course successfully.</p> <p>The formal entry requirements are:</p> <ul style="list-style-type: none"> <li>• An honours degree at 2:2 or above.</li> <li>• At least 2 years' relevant work experience.</li> <li>• English language at IELTS 6.5 (minimum of 5.5 in each component).</li> </ul> <p>Applications are considered from candidates who do not meet the formal entry requirements but can provide evidence of equivalence.</p> <p>Examples of equivalence are:</p> <ul style="list-style-type: none"> <li>• A wide range of professional qualifications and/or work experience.</li> <li>• Working or studying in English or an English-speaking environment.</li> </ul> <p>Applications will be considered from candidates who do not meet the formal entry requirements but who can demonstrate by interview the commitment to complete the programme successfully.</p> <p>APL will be considered.</p> |                             |                |
| <b>Teaching Institution</b>                            | Robert Kennedy College  |                             |                |
| <b>Owning University Institute</b>                     | Business, Industry and Leadership   |                             |                |

|   |  |                      |
|---|--|----------------------|
| <b>Programme delivered in conjunction with</b>    | The Programme is delivered by Robert Kennedy College with one module delivered by the University of Cumbria  |                      |
| <b>Mode of Delivery</b>                           | Distance learning  |                      |
| <b>Pattern of Delivery</b>                        | Full-time and Part-time  |                      |
|   | Total weeks of study:  | 52 weeks             |
|   | Delivery pattern:  | 6 x 6 week semesters |
|   | Standard semester dates:   | No                   |
| <b>Delivery Site(s)</b>                           | Distance Learning via Robert Kennedy College's OnlineCampus Platform   |                      |
| <b>Programme Length</b>                           | Full-time: Standard – 12 months<br>Part-time: Standard – 2 years<br>Maximum Registration - 5 years   |                      |
| <b>Higher Education Achievement Report (HEAR)</b> | Upon successful completion of this programme, you may receive a Diploma Supplement/Higher Education Achievement Report (HEAR).   |                      |
| <b>Exit Awards</b>                                | You may be awarded one of the following Exit Awards if you fail to achieve the requirements of the full programme:<br>- Postgraduate Certificate in Business Administration<br>- Postgraduate Diploma in Business Administration |                      |
| <b>Period of Approval</b>                         | September 2020 - 2026  |                      |

### Cumbria Graduate Attributes

Throughout your studies, you will be provided with the skills and knowledge relevant to the global workplace. All successful graduates of the University of Cumbria will be:

- Enquiring and open to change
- Self-reliant, adaptable and flexible
- Confident in your discipline as it develops and changes over time
- Capable of working across disciplines and working well with others
- Confident in your digital capabilities
- Able to manage your own professional and personal development
- A global citizen, socially responsible and aware of the potential contribution of your work to the cultural and economic wellbeing of the community and its impact on the environment
- A leader of people and of places

- Ambitious and proud

## Programme Features

The MBA has established itself as a highly regarded, respected post-graduate qualification, which offers a candidate a profound understanding of business practices, along with skills in operational management, team leadership, and strategic planning. Such a multi-disciplinary approach to the application of law would provide a formidable edge within the client relationship. The MBA Legal Leadership seeks to provide students with the commercial awareness and business knowledge skills to lead a modern law firm or department, by enhancing the classic MBA with modules on Sustainable Finance, Digital Marketing and Legal Leadership.

This programme allows you to re-energise your career by learning a number of practical concepts that you can immediately apply to solve challenging situations. A unique aspect of the programme is the possibility to learn through applied, real case studies that will enhance your problem solving skills and therefore maximise your career potential.

This programme provides an opportunity to study MBA Legal Leadership using a flexible and distributed learning environment that will enhance your learning experience as Robert Kennedy College provides a bespoke series of MBA modules via distance learning that, within a set time frame, allow study at a pace, place and location which suits you.

Much of the learning and development on this programme is designed to encourage you to become an independent learner. The combined student experience is one of high level participation and input. The main emphasis on the programme is on a strong practical and professional orientation, and the online work is developed and enhanced through the asynchronous discussion element, where the student experience is drawn together. Preceding this programme you would normally have at least two years' post-graduation work experience, and this programme will build upon your prior knowledge and skills gained within a wider organisational and contextual framework.

After successfully completing the programme you will acquire additional transferrable skills like critically reflect on personal knowledge, practice and skills, continually develop self-appraisal and insight into development plans and outcomes, and deal with complex issues both systematically and creatively and communicate your conclusions effectively to specialist and non-specialist audiences.

The establishment of learning sets is instrumental in driving through the concept of reflective practitioner and is designed to encourage you to interact with other participants, both formally and informally, in seeking best practice and challenging existing practices.

This programme benefits greatly from the internationality derived from recruiting students such as yourself, from all the inhabited continents, and being able to draw on tutors, well qualified in their field, from across the globe.

In this context you will have the opportunity to enhance your team working skills in a multi-cultural environment by conducting discussions and group activities in our OnlineCampus platform.

The programme builds on the strong and long-standing track record in online delivery developed by Robert Kennedy College. This programme is delivered entirely by distance learning. RKC's tailor-made, OnlineCampus, is a highly evolved all-encompassing, interactive and easy-to-use software designed to make studying online an enjoyable experience.

Robert Kennedy College uses a state-of-the-art proprietary technology "OnlineCampus" that allows you to study anywhere using a browser or mobile device. Robert Kennedy College is an e-learning technological pioneer (the College was founded in 1998, the same year as Google!) so you are in safe hands in studying with us. We offer around the clock support via email and Whatsapp, so help is literally just one click away.

The shared delivery reinforces the strong partnership between the University and the College. With 9 years of experience in delivery online programmes this is an excellent opportunity to give to students the best of both worlds. You enjoy a true University of Cumbria teaching experience combined the Swiss quality education offered by the College and its state of the art online learning platform.

This programme has been designed with a certain degree of flexibility in mind; however, some of the modules need to be taken at certain times (e.g. you need to start with the non-credit Induction and your first module needs to be Organisational Behaviour). Details are available in a subsequent section of this programme specification - Programme Curriculum Map.

## **Aims of the Programme**

The overall aims of the Programme are:

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1. further develop relevant business, organisational and leadership knowledge in a law context, both academic and professional, in line with postgraduate standards/benchmarks;
2. develop critical reflection skills and engagement with organisational and professional theory to understand and, where appropriate, challenge existing individual and organisational perspectives and practices (with a particular focus on sustainable finance, digital marketing and leadership in a law oriented context);
3. develop, and where appropriate apply, new knowledge to add value by enhancing organisational capability;
4. develop understanding of an organisation's strategic focus and environment, and the impact of the inter-relationship between the organisation's resources and clients in the evolving global business environment;
5. develop commitment to continuous personal and professional development, independence and reflective learning;
6. develop particular expertise and understanding in the fields of sustainable finance, digital marketing, leadership, business and management in a law context.

Successful students will be able to:

1. engage in effective individual research and demonstrate the ability to understand and apply management theory, and to make, when necessary, sound judgments under conditions of uncertainty;
2. exhibit improved independent research and time management skills, having undertaken a substantial self-managed research project which involved application of a variety of management and research practices, and demonstrates expertise and understanding of issues in sustainable finance, digital marketing and leadership in a law context;
3. demonstrate enhanced interpersonal and team skills, through working with others from different industry or cultural backgrounds;
4. continue to reflect on their existing experiences, and learn from and build on the experience of others;
5. develop into modern, well rounded and outward looking managers with a high concern for customers and colleagues, capable of taking responsibility for themselves, their people, their areas of responsibility and their organisation.

## **Level Descriptors**

Level Descriptors describe in general terms the expected outcomes you will achieve at each level of study as you progress through your programmes. They describe the relative demand, complexity, depth of learning and learner autonomy associated with a particular level of learning and achievement. The University's Level Descriptors are aligned to the national [Framework for Higher Education Qualifications](#) (FHEQ) and are a key mechanism for ensuring the academic standards of the University's provision.

At Level 7 (Usually Master's level), you will be able to demonstrate that you have the ability:

- To display a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of your academic discipline, field of study or area of professional practice.
- Employ advanced subject-specific and cognitive skills to enable decision-making in complex and unpredictable situations.
- Generate new ideas and support the achievement of desired outcomes
- Accept accountability for decision making including the use of supervision
- Analyse complex concepts and professional situations by means of synthesis of personal and workplace reflection and data drawn from scholarship and research in the field.

## **Programme Outcomes – Knowledge and Understanding**

The programme provides opportunities for you to develop and demonstrate the following:

### **After 60 credits of study (PGCert) you will be able to demonstrate:**

K1. An understanding of the role and function of organisations and the context in which they operate, including the key drivers of change

K2. The ability to evaluate and critically assess the application and relevance of a variety of business tools and theories

K3. Understand and be able to produce solid critical analyses of literature sources and produce effective and coherent discussions on business issues.

### **After 120 credits of study (PGDip) you will be able to demonstrate:**

K4. A systematic understanding of the relationships between organisations' resources and their clients and their strategic focus within an evolving environment

K5. An understanding of the core disciplines of digital marketing, sustainable finance, leadership, business and management in a global context, at middle/senior management level

K6. The application of critical thinking to the successful management of organisations including a deep understanding of the processes of strategic problem-solving and decision-making, and the ability to communicate the conclusions clearly to specialist and non-specialist audiences.

### **After 180 credits of study (MBA) you will be able to demonstrate:**

K7. The range of research methods that can be applied to the study of business, management and leadership

K8. A comprehensive theoretical foundation in the extensive area of business, leadership and management in an international environment given the global context, complemented by a variety of analytical and personal skills

K9. A strong understanding of how your knowledge and skills may be employed efficiently within an organisational setting (with a particular focus on leadership).

### **Programme Outcomes – Skills and other Attributes (including Employability Skills)**

The programme provides opportunities for you to develop and demonstrate the following:

#### **After 60 credits of study (PGCert) you will be able to demonstrate:**

S1. self-direction and originality in tackling and solving problems.

#### **After 120 credits of study (PGDip) you will be able to demonstrate an ability to:**

S2. make decisions in complex and unpredictable situations

S3. act autonomously in planning and implementing tasks at a professional level.

#### **After 180 credits of study (MBA) you will be able to demonstrate an ability to:**

S4. critically reflect on personal knowledge, practice and skills, continually develop self-appraisal and insight into development plans and outcomes, and deal with complex issues both systematically and creatively

S5. communicate your conclusions effectively to specialist and non-specialist audiences.

### **External and Internal Reference Points**

The following Subject Benchmark Statements and other external and internal reference points have been used to inform the Programme Outcomes:

[QAA Subject Benchmark Statement: Master's Degrees in Business and Management \(Feb 2015\)](#)

[UoC Strategic Plan](#)

[UoC Learning, Teaching and Assessment Strategy](#)

[UoC Academic Regulations and Academic Procedures and Processes](#)

### **Graduate Prospects**

The programme is designed to enhance business and management knowledge in the legal context. Graduates from the programmes would have opportunities to work as law office managers, legal department managers, law office coordinators, operations managers in a law firm etc. Legal practitioners will be able to lead law firms efficiently e.g. assuming the role of managing partners. Solo practitioners will also benefit from the programme by developing a distinct set of business and legal leadership knowledge.

### **Learning, Teaching and Assessment Strategies employed to enable the Programme Outcomes to be Achieved and Demonstrated**

As a student at the University of Cumbria and Robert Kennedy College, you are part of an inclusive learning community that recognises diversity. You will have opportunities to learn by interacting with others in a collegiate, facilitative and dynamic learning environment. Teaching, assessment and student support will allow equal and equitable opportunities for you to optimise your potential and develop autonomy.

We seek to create a stimulating and innovative community of learning, even at a distance. Facilitated by our expert practitioner staff, you will experience a learning environment that is well equipped, flexible, and stimulating.

### **Learning and Teaching**

The teaching and learning methodologies applied will embed the principles of the aims of the programme, in terms of international development, global awareness and individual development for the workplace.

The promotion of inclusive practice across a range of learner types, utilising the appropriate learning technologies and the provision of active learning and social learning underlie the teaching principles applied.

In terms of workplace preparedness, workplace and professional learning necessary for the needs of the workplace entail applying problem solving under the interaction of theory and practice with strong emphasis on practical management and work-related activities.

Finally the learning processes will emphasise the global perspective and internationalisation with strong emphasis on development of entrepreneurial skills. These principles are reinforced through research informed teaching, supported by industry-based knowledge and expertise.

### **Summative and Formative Assessment**

Intellectual and cognitive skills are assessed by means of written assignments, including extended essays and reports. Quantitative skills, including the use of ICT, are assessed via worked problems.

Assessment is focussed on providing opportunities for both formative and summative assessment. For all modules, formative assessment is in an interim assignment and also continuously and on-going via the medium of the online forums whereby tutors comment on ideas expressed, give feedback on the direction of the discussion, and recommend courses of action/lines of thought that might be taken.

Summative assessment is based on analysis and critical evaluation of case-study material to facilitate the real-world application of knowledge and integration of the often considerable expected experience of the students as well as theoretical material.

## **Student Support**

We provide responsive learner support that promotes student success. Our approach to learner support is designed to support achievement and progression, champion inclusivity and accessibility, prepare you for opportunities beyond study, and promote independence and resilience, enabling you to achieve your potential.

As a student of the University of Cumbria and Robert Kennedy College, you will be taught by academics and expert practitioners who facilitate learning through structured inquiry. You will be provided with access to high quality academic resources through physical and digital libraries and will be supported to develop skills that enable you to become a critical, reflective, discerning and independent learner and researcher.

You will study the greater part of your award online with Robert Kennedy College (RKC). Your support will be provided directly by RKC.

### **Induction**

Students receive a comprehensive induction both to RKC's VLE (OnlineCampus) and the various University of Cumbria regulations through the online module "Induction". This non-credit module covers various introductory issues such as: Motivation, Understanding the Programme Handbook, Registering and Withdrawing from a module, Academic Writing, Academic Malpractice, and Grading Policy. The module is composed of these six main units and each unit includes a video and audio tutorial. Students are also introduced to the concept of online asynchronous communications via the OnlineCampus forums. Continuous monitoring of the module by RKC faculty members ensures a prompt resolution of any questions well before the start of the first credit-bearing module. The induction module is ongoing: there is no end-date and students can always refer to it or post questions in the relevant forum at any stage of the programme.

### **Library and Academic Support**

In principle all modules will provide all the necessary learning resources (e.g. in PDF format) to complete the course successfully. Some modules might require the purchase of a physical textbook and students will be notified of this requirement well in advance. To conduct their academic research students will have access to dedicated University of Cumbria online library services via <https://my.cumbria.ac.uk/rkc>

In terms of academic skills support, students should contact their module tutor at Robert Kennedy College.

### **IT and Technical Support**

Given the distance learning/online nature of the course students are expected to have a certain familiarity with basic IT systems and internet access. Through the "onlinecampus" app provided by the college students are also able to access course material and download it in their online devices.

For IT matters related to the College students have access to support via email, telephone and chat via the Studentcare assistance.

### **StudentCare Assistance**

RKC operates an online student support system 'StudentCare'. The StudentCare assistance facility features an online Live Support function via instant messaging where students are able to get instant answers to general questions. This is in addition to a dedicated phone line, an online forum and a problem-solving ticketing system, Live Support has several representatives ready to provide assistance. This means that the most common issues students may experience can usually be solved in a few minutes.



| <b>Programme Curriculum Map</b> |  |                               |                |                       |                                    |
|---------------------------------|--|-------------------------------|----------------|-----------------------|------------------------------------|
| <b>Academic Level</b>           | <b>Module Code</b>   | <b>Module Title</b>           | <b>Credits</b> | <b>Module Status*</b> | <b>Programme Outcomes achieved</b> |
| 7                               | CRKC7001   | Organisational Behaviour      | 20             | compulsory            | K1-3, S1-3                         |
| 7                               | CRKC7011   | Sustainable Finance           | 20             | compulsory            | K1-5, S1-3                         |
| 7                               | CRKC7014   | Digital Marketing             | 20             | compulsory            | K1-3, K5, S1-3                     |
| 7                               | CRKC7048   | Legal Leadership              | 20             | compulsory            | K1-5, S1-3                         |
| 7                               | CRKC7033   | Essentials of Risk Management | 20             | compulsory            | K1-5, S1-3                         |
| 7                               | CRKC7020   | Strategic Management          | 20             | compulsory            | K1-4, K6, S1-3                     |
| 7                               | CRKC7030   | Dissertation                  | 60             | compulsory            | K7-9, S4, S5                       |
| <b>Notes</b>                    |  |                               |                |                       |                                    |
| <b>* Key to Module Statuses</b> |  |                               |                |                       |                                    |
| Compulsory Modules              | Must be taken although it may possible to condone/compensate as a marginal fail (within the limits set out in the Academic Regulations and provided that all core or pass/fail elements of module assessment have been passed)   |                               |                |                       |                                    |
| Optional Modules                | Are a set of modules from which you will be required to choose a set number to study. Once chosen, it may possible to condone/compensate as a marginal fail (within the limits set out in the Academic Regulations and provided that all core or pass/fail elements of module assessment have been passed) |                               |                |                       |                                    |

| <b>Programme Delivery Structure: Part Time/ Full time (by taking modules in parallel)</b> |                               |   |  |  |
|---|-------------------------------|---|--|--|
| <b>Module Code</b>  | <b>Module Title</b>           | <b>Delivery Pattern</b>   | <b>Method(s) of Assessment</b>   | <b>Approximate Assessment Deadline</b> |
|   |                               | <b>Autumn Semester / Spring Semester / Extended Spring Semester / Year-Long</b> |  |  |
| CRKC7001  | Organisational Behaviour      | Compulsory entry module (offered every month)                                   | Formative assessment by week 6, final summative assessment at 12 weeks | Twelve weeks after module start        |
| CRKC7011  | Sustainable Finance           | Compulsory module offered three times a year                                    | Formative assessment by week 6, final summative assessment at 12 weeks | Twelve weeks after module start        |
| CRKC7014  | Digital Marketing             | Compulsory module offered three times a year                                    | Formative assessment by week 6, final summative assessment at 12 weeks | Twelve weeks after module start        |
| CRKC7048  | Legal Leadership              | Compulsory module offered three times a year                                    | Formative assessment by week 6, final summative assessment at 12 weeks | Twelve weeks after module start        |
| CRKC7033  | Essentials of Risk Management | Compulsory module offered three times a year                                    | Formative assessment by week 6, final summative assessment at 12 weeks | Twelve weeks after module start        |
| CRKC7020  | Strategic Management          | Compulsory module offered three times a year                                    | Formative assessment by week 6, final summative assessment at 12 weeks | Twelve weeks after module start        |
| CRKC7030  | Dissertation                  | Compulsory  | Ongoing formative liaison with supervisor, final summative             | Six to twelve months                   |

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|  |  |  | assessment on submission of<br>final paper |  |
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## Exceptions to Academic Regulations

There are no exceptions to the Academic Regulations for MBA Legal Leadership.

## Methods for Evaluating and Improving the Quality and Standards of Learning

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|---|---|
| <b>Mechanisms used for the Review and Evaluation of the Curriculum and Learning, Teaching and Assessment Methods</b>  | <ul style="list-style-type: none"><li>• Module Evaluation</li><li>• Programme Validation and Periodic Review</li><li>• Annual Monitoring</li><li>• Regular Peer Review of Teaching, both formal (internal moderation before University moderation) and informal</li><li>• Constant dialogue between RKC and UoC Link tutors</li><li>• External Examiner Reports</li></ul> |
| <b>Mechanisms used for gaining and responding to feedback on the quality of teaching and the learning experience – gained from: Students, graduates, employers, placement and work-based learning providers, other stakeholders, etc.</b> | <ul style="list-style-type: none"><li>• Module Evaluation Forms</li><li>• Input from post-module student surveys, encompassing quality of teaching, e-learning tools, learning outcome, assessments and feedback</li><li>• Programme review of modules</li><li>• Module/Programme/Personal tutorials</li><li>• Meetings with External Examiners</li></ul>                 |

**Date of Programme Specification Production:**

July 2020

**Date Programme Specification was last updated:**

September 2020

**For further information about this programme, refer to the programme page on the University website**

**The following information has implications for potential international applicants who require a Tier 4 visa to study in the UK**

**Is the placement requirement more than 50% of the programme?**

No

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| <b>If yes, what % of the programme is the placement requirement?</b>   | 0% |
| <b>If yes, is the amount of placement a statutory requirement to meet Professional, Statutory or Regulatory Body (PSRB) or Department of Education requirements?</b> | No |

## Mapping of Programme to QAA Standards

| QAA Standard   | Module | Organisational Behaviour | Digital Management | Sustainable Finance | Legal Leadership | Strategic Management | Essentials of Risk Management | Dissertation |
|--|--------|--------------------------|--------------------|---------------------|------------------|----------------------|-------------------------------|--------------|
| <p><b>Section 5.1:</b> Master's degrees in the business and management field are awarded to students who have demonstrated during their programme</p>                      |        |                          |                    |                     |                  |                      |                               |              |
| i. a systematic understanding of relevant knowledge about organisations, their external context and how they are managed   |        |                          |                    |                     |                  |                      |                               |              |
| ii. application of relevant knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation |        |                          |                    |                     |                  |                      |                               |              |
| iii. a critical awareness of current issues in business and management which is informed by leading edge research and practice in the field                                |        |                          |                    |                     |                  |                      |                               |              |

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| iv. an understanding of appropriate techniques sufficient to allow detailed investigation into relevant business and management issues   |  |  |  |  |  |  |  |
| v. creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in business and management  |  |  |  |  |  |  |  |
| vi. ability to acquire and analyse data and information, to evaluate their relevance and validity, and to synthesise a range of information in the context of new situations   |  |  |  |  |  |  |  |
| vii. conceptual understanding that enables the student to:<br>a. evaluate the rigour and validity of published research and assess its relevance to new situations, and b. use existing research and scholarship to identify new or revised approaches to practice |  |  |  |  |  |  |  |
| viii. ability to conduct research into business and management issues that requires familiarity with a range of business data, research sources and appropriate methodologies, and for such to inform the overall learning process                                 |  |  |  |  |  |  |  |
| ix. ability to communicate effectively using a range of media (for example, orally, in writing, and through digital media)   |  |  |  |  |  |  |  |

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| x. ability to operate effectively in a variety of team roles and take leadership roles, where appropriate  |  |  |  |  |  |  |  |
| xi. ability to take an international perspective including understanding the impact of globalisation on businesses, societies and the environment and the ethical implications           |  |  |  |  |  |  |  |
| <b>Section 5.2:</b> Once they are in professional practice, master's graduates should be able to:  |  |  |  |  |  |  |  |
| i. apply consistently their knowledge and subject-specific and wider intellectual skills   |  |  |  |  |  |  |  |
| ii. deal with complex issues both systematically and creatively, make sound judgments in the absence of complete data, and communicate their conclusions clearly to a range of audiences |  |  |  |  |  |  |  |
| iii. be proactive in recognising the need for change and have the ability to manage change   |  |  |  |  |  |  |  |
| iv. be adaptable, and show originality, insight, and critical and reflective abilities which can all be brought to bear upon problem situations  |  |  |  |  |  |  |  |
| v. make decisions in complex and unpredictable situations  |  |  |  |  |  |  |  |
| vi. behave ethically and with integrity and manage with a strong sense of social responsibility  |  |  |  |  |  |  |  |



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| vii. evaluate and integrate theory and practice in a wide range of situations                                    |  |  |  |  |  |  |  |
| viii. be self-directed and able to act autonomously in planning and implementing projects at professional levels |  |  |  |  |  |  |  |
| ix. take responsibility for continuing to develop their own knowledge and skills.                                |  |  |  |  |  |  |  |