

Programme Title and Name of Award	Master of Business Administration		
Professional Qualifications / Accreditation	n/a		
Academic Level	Level 7	Total Credits	180
UCAS Code	N/A	JACS Code	N200
Criteria for Admission to the Programme	<p>Applicants are required to have a first or second class honours degree (minimum 2:2 classification) or the equivalent professional qualifications. If applicants do not have these academic entry qualifications but can demonstrate relevant work experience at an appropriately senior level, they may be eligible to enter this programme following a discussion with the Programme Leader.</p> <p>In addition, applicants will ideally have at least 2 years' work experience, although highly motivated candidates who can show that they would benefit from the programme and have the commitment to complete it successfully, will be considered.</p> <p>Detailed criteria for admission to this programme can be found on the programme webpage:</p> <p>Full time – https://www.cumbria.ac.uk/study/courses/postgraduate/mba-full-time/</p> <p>Part time – https://www.cumbria.ac.uk/study/courses/postgraduate/mba-part-time/</p> <p>Each application is considered on an individual basis.</p> <p>Please refer to the Applicant Information pages of the University website for more information. For APL, please refer to the University website.</p>		
Teaching Institution	University of Cumbria		
Owning Department	Institute of Business, Industry and Leadership		
Programme delivered in conjunction with	N/A		

Principal Mode of Delivery	Face to Face, Blended learning.
Pattern of Delivery	Full Time This programme is also available on an infill part-time basis where you will study modules alongside the full-time cohort that are running at the time
Delivery Site(s)	Lancaster and London campuses
Programme Length	Full time: 1 year standard Part time in fill: up to 5 years (students are normally expected to complete within 2 years)
Higher Education Achievement Report (HEAR)	N/A
Exit Awards	You may be awarded one of the following Exit Awards if you fail to achieve the requirements of the full programme. <ul style="list-style-type: none"> • Postgraduate Certificate in Business Administration • Postgraduate Diploma in Business Administration The two awards listed above also exist as target awards.

Programme Features
<p>This MBA has embedded the university themes of Sustainability, Creativity, Employability and Enterprise. Students will work as individuals and groups, and have the opportunity to apply theoretical concepts to real-life complex business and management case studies. The Research Methods module provides a solid foundation for the research element of the programme and allows students to take time to consider an appropriate target for their independent project.</p> <p>The MBA offers the opportunity for student to share three of seven 20 credit modules with the MSc International Management programme. These modules cover "Leadership and Organisation Behaviour", "Sustainability Issues in Business" and "Research methods". This provides MBA students with an excellent opportunity to mix with the MSc students and benefit from their academic approach to management. The business and management concepts examined in the first two modules can be applied to MBA students' real-life experiences and illustrated with more traditional case studies which are often used with MSc students.</p> <p>The mix of experiences also brings a new dimension to the Research Methods module. The MBA students' experience in academic research may be focussed on specific forms of research such as consultancy and attracted toward the independent research project, looking at particular aspects of a company or concentrating on a specific industry. MSc students are expected to adopt a more theoretical approach and be more familiar with the academic research environment and interested in pursuing research associated with a traditional dissertation. This blend of experiences will benefit all students, and encourage some MBA students who are looking to develop a specific domain of expertise to consider the benefits of a traditional dissertation.</p>

The programme provides a flexible approach for part-time students as the first six modules can be taken in any order, whilst covering the main elements of management. The only constraint is that students have to take the Research Methods module before they start work on their independent project.

Other key features of the programme include:

- Curriculum design to cater for September and January and June starts
- National, regional and international contexts
- Consideration of Public, Private and Third stream organisations
- Industry-centred applicability of syllabus
- Wide coverage of the business and management area

This MBA offers a solid foundation in general business and management studies expected from a "Type 3" Master of Business Administration or "career development generalist programme", in line with the recommendations from the latest QAA subject benchmark (June 2015).

This MBA allows students to develop their reflective and critical thinking skills by challenging their reasoning and analytical mindset. The problem-based learning process ensures the learning process encompasses the current global economic climate and evolving management reasoning, practices and solutions. Throughout the programme, students are also able to hone their academic and transferable skills such as report writing, portfolio creation, individual and group presentation, teamwork, negotiation skills, time management, research skills, business communication skills, leadership styles, business aptitude, IT skills, equality and diversity awareness.

The MBA Team consists of academics who are engaged with the Higher Education Academy and active members/ practitioners of the business community (regional, national and international).

Aims of the Programme

The overall aims of the Programme are:

1. To provide a Master's level qualification in Business and Management for students who have an initial degree qualification in a different discipline but have significant practical post-graduate experience in a management role.
2. To promote a reflective approach to global business and management practice which critically refers to existing career experience, a wide understanding of common practice and advances in the academic discipline.
3. To acquire a comprehensive understanding of techniques applicable to applied research and advanced scholarship in the disciplines of international business and management.
4. To extend one's knowledge and understanding of a wide range of theories and techniques used in the field of contemporary international business and management in order to reflect critically on one's own practice.
5. To reflect on current business practice and personal experience in the discipline of international business and management to assess the role of current research and advanced scholarship.
6. To examine methodologies, to develop critiques of them and, where appropriate, to propose new hypotheses applied to a practical context.

7. To evaluate and integrate theory and practice required for complex decision making and learn to take responsibility for deepening relevant knowledge and skills required for higher management responsibilities and career enhancement.
8. To examine critically Business and Management Research opportunities in a global real-world context.

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 work place 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. Advanced knowledge and understanding of leadership and management informed by current international practice;

K2. The ability to reflect and learn from prior business experience and integrate new theoretical knowledge.

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

K3. A critical awareness of management, leadership and sustainable aspects in order to reflect on the diversity of the international business and management environment;

K4. The ability to improve global business and management operations and strategies by calling on proven techniques, creative models and drawing parallels with relevant scenarios;

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

K5. Expertise in information management, research methodologies, ethical considerations, the selection and implementation of research methods appropriate to the field of international business and management;

K6. An appreciation of the impact of research from an applied and theoretical perspective in order to further the practical and academic understanding of problems faced by modern global organisations or industry sectors.

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.** The ability to think, analyse, reflect, synthesise and appraise critically;
- S2.** A high level of personal effectiveness, time management, self-management and the displaying of international business and management acumen;
- S3.** An appreciation of the contribution of business studies to existing global business practice.

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

- S4.** Effective oral and written communication, aimed at a diverse audience;
- S5.** The design and planning of activities with support new enterprise and business development;
- S6.** The ability to recognise and address ethical dilemmas, develop strategies which can deliver growth and global sustainable outcomes.

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

- S7.** An aptitude to conduct research into global business and management issues, collect data, analyse information, and reflect on the significance of the results;
- S8.** The ability to recognise and use individual's contributions, influence others, develop new ideas to support management change or add to the body of knowledge;
- S9.** Strength in analysing, synthesising and solving complex unstructured business and management problems effectively, and the ability to share knowledge or provide appropriate recommendations;

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:

The two following documents published by "The Quality Assurance Agency for Higher Education" (QAA) are considered essential:

- QAA Characteristics Statement – Master's Degree – September 2015
- QAA Subject Benchmark Statement – Master's Degrees in Business and Management – June 2015

The University of Cumbria Learning & Teaching Strategy, Academic Strategy and the Departmental Business Plan have informed the development of this programme of study.

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

In developing the LTA strategy, the MBA programme team members have considered the UoC Learning, Teaching and Assessment Strategy, guidance from the QAA, and adherence to the University's Regulations for Postgraduate Taught Degrees.

Learning, teaching and assessment across the programme seek to incorporate the acquisition of knowledge, understanding and skills which are expected to develop employment opportunities and provide new openings for students who have a wish to enhance their management potential and build on their existing business and management experience.

The programme has a diverse range of learning opportunities and assessment methods to support learning and understanding in the Business and Management discipline.

The [Learning, Teaching & Assessment Strategy](#) (2014-17) at the University of Cumbria sets out the framework for contexts for learning and the MBA incorporates key elements from the strategy within the programme including:

- Integrating theory and practice to enhance the learning experience
- Working in partnership with students, professional organisations, services and academic teams to develop programmes that are relevant to the sector, both regionally and internationally
- Providing a campus based learning experience that is accessible and inclusive through flexible delivery and enhanced by the use of appropriate learning technology

Teaching and learning methods can include: lectures, seminars, case studies, discussion, debate, small group work activities, presentations, workshops, report writing, poster presentations, essays, portfolios, problem-based learning, simulations, discussion groups, and blended learning using the Blackboard Virtual Learning Environment (VLE) as a platform for communication, discussion, debate and collaborative working.

Throughout the programme, tutors try, where possible, to use the experiences of the students to illustrate concepts and generate reflection, as this provides an opportunity to further the learning through a reflection based on real cases experienced by the students themselves. This approach is also supplemented by more traditional cases studies, in particular when the teaching of modules is shared with MSc students.

Learning and Teaching Methods:

- a. Lectures to provide a structured framework of knowledge
- b. Tutorials to develop further understanding and to encourage discussion and debate
- c. Seminars to develop in depth knowledge and critical thinking
- d. Online and class based workshops to develop critical analysis, research and IT skills
- e. Guided and independent study to develop research skills, study skills and in depth knowledge
- f. Reflection using PebblePad for development of academic skills, professional skills, research skills and transferable skills.

LTA approaches are evaluated and improved following module evaluations, peer review, enhancement and module development sessions. This ensures an enhanced student learning experience and the continuing professional development of the academic team to incorporate LTA best practice

The programme will be delivered by a mixture of face to face learning and teaching experiences via the Blackboard Virtual Learning Environment (VLE) platform. This will enable all students on the programme (including part-time students) to participate fully in the learning process.

Assessment Methods:

Some examples of assessment methods include: case study, reflective reports, academic essay, e-portfolio, presentations, poster and oral presentation, written report, online assessment, research proposal, dissertation or independent project.

- a. Problem-Based Learning (PBL) to assess research and application of theoretical knowledge, and in depth understanding of management studies (used in diagnostic assessment and for UCBP7002 & 7004 formative assessment with real-time case study);
- b. Essays and Reports (Written assignments) to assess research and written communication skills (e.g. UCBP7001, 7002, 7004, 7005, 7006);
- c. Presentations (individual and group) to assess oral communication and teamwork skills. (e.g. UCBP7020 formative, Independent project and Dissertation supervision);
- d. Dissertation to assess independent study, self-management and advanced research skills (e.g. UCBP7021, 7022);
- e. Online participation and e-portfolio to assess research and IT skills (may be used in lieu of portfolio in some modules e.g. UCBP7003 diagnostic);
- f. Portfolio assessment would typically include written critical commentary, reflective diary, case study review and analysis (e.g. UCBP7003, 7020).

Assessments are chosen to examine student's ability to integrate theory and practice, and to think critically in relation to theory, empirical research and practice. Subject specific, professional and transferable (negotiations, communication, time management, presentation, report writing) skills are developed within classroom-based and independent learning activities. Most modules assess a variety of skills, either directly or indirectly through the assessment work for the module. The dissertation module enables students to study and research into a specific topic in depth, and also develops further the capacities for self-managed learning and critical thinking.

Formative Assessment:

Formative assessment is a key element of each module providing valuable peer and student feedback to prepare for subsequent summative assessment tasks. This will allow students to engage with the developmental opportunities embedded within the programme.

Formative assessment is integrated into each module and is seen as requisite in the development of the University Learning and Teaching Plan. Formative feedback is a developmental tool providing opportunities to obtain advice, comment and opinion at an early stage in the assessment process, enabling students to participate in and develop ideas and strategies, whilst also identifying their strengths and areas for improvement. Formative feedback can take a number of forms: verbal or written comments following an activity, practical research exercises, oral presentations, short written tasks and can combine peer and/or tutor reviews.

Student Support

Induction

Postgraduate induction takes place during the week before the programme start date in September, June or in January. Induction involves meeting the programme team, programme introduction, registration, library induction, information literacy, study skills and time management sessions.

Introduction to the Blackboard (VLE) platform, on-line resources, e-books, databases and skills for Masters level study.

At this stage, you will also be allocated a Personal Tutor. The first session with your Personal tutor is normally scheduled at the end of the induction period. It is the opportunity to meet your Personal Tutor, check the timetable in place for your programme and, for part-time students, select the appropriate modules for first semester.

Personal Tutor:

Your Personal Tutor will be proactively involved in the delivery of your programme and will have contact with you throughout your time at the University. The Personal Tutor will support your learning and development, including tutorials and other support as outlined in the University of Cumbria Personal Tutor Policy. All students have access to the discussion boards and email. Students can request skype tutorials and Blackboard (VLE) includes a range of functions to make the learning interactive.

Personal Development Portfolio (PDP):

You will have the opportunity to complete a PDP that is accessible from Campus and remotely through the University of Cumbria PebblePad system. You are encouraged to use the PDP to identify and record key skills that have been developed and practised. The PDP can be taken into employment or evidence Continuing Professional Development (CPD).

Module Tutorials:

Individual and group tutorials are embedded throughout the programme. Additional tutorial support maybe available after timetabled teaching sessions or by appointment via the module tutor / module leader. Some support can also be delivered via telephone, email and skype.

Library and Student Services (LiSS)

Library and Student Services (LiSS) offer a wide range of support, including; access to library learning resources, academic skills, careers and employability, financial help, counselling, health and wellbeing and support for disabled students and those with specific learning requirements. We know that you want to get the most out of your programme, make the best use of your time and find or continue in the career you always dreamed of. Access university support and facilities easily and quickly via our [help is at hand](#) search.

The Skills@Cumbria service can help support your academic skills and success throughout your programme. The service is delivered by a team of professional Learning Enhancement Advisers within LiSS. It includes a suite of online self-help resources accessible 24/7 via the University's website and Blackboard site. It also provides group and individual advice and guidance accessible through and alongside your course and by different means such as face to face, email or virtual.

Module leaders will collaborate with LiSS advisers to ensure that your reading lists are current and items are available via the library collections. In order to maximise access, availability and usefulness, ebooks and electronic journal titles will, in most cases, be prioritised. You can access a wide range of great electronic and print content using [OneSearch](#) and you can find out more about key texts and journals for your subject by accessing the library's [subject resources webpages](#). Where appropriate, module reading lists will be made available to you electronically using the university's [online reading list system](#).

In addition to the range of guidance above, you have the opportunity to further develop your personal, academic and professional skills by taking part in a number of initiatives coordinated and delivered by LiSS Advisers.

Preparing for M Level Study

Blackboard Open Education is an online platform for Massive Open Online Courses (MOOCs). A MOOC is an online course that provides open access to an unlimited number of participants.

This free online pre-entry Master's level course is available free of charge through the Open Education Platform powered by Blackboard as is Head Start Plus. It provides a useful insight into the academic requirements of study at postgraduate level and is recommended to students who are about to start their PG qualification.

To access the course simply follow the link to <https://openeducation.blackboard.com/cumbria> and set-up a free account with Open Education. Once logged on, select the course free of charge and work through it at your own pace.

Cumbria Mentor Scheme

This is the university's one-to-one voluntary mentoring scheme, traditionally matching individual first year students with second and third year Cumbria Student Mentors; however, any student may request a mentor if needed. This scheme provides unique pastoral support to new students during their transition into university life. It is also a great opportunity for more experienced students to broaden their own skill-set through the specific training all new mentors undergo, and through the practices they will utilise throughout the mentoring process. If you would like to be put in touch with a mentor or are interested in becoming a mentor yourself, contact melanie.bakey@cumbria.ac.uk

Career Ahead

Career Ahead is the University's Employability Award that is accessible to all of our students regardless of level or programme of study. Available free through the Careers Team in LiSS, the award gives students the opportunity to make their graduate CV stand out. Based on what employers look for in an ideal candidate, this award works with students to identify any gaps in their skill set and reflect on their experiences. It also offers the opportunity to participate in exclusive programmes and activities with real life employers. The University of Cumbria's employability award is split into three stages: Bronze, Silver and Gold, with a further Career Ahead + Platinum level. Students' engagement in extra curricula activities such as volunteering, project and charity work and peer mentoring are recognised within Career Ahead. To find out more or to register email careerahead@cumbria.ac.uk.

Graduate School:

Taught Masters students can attend the Graduate School Researcher Development Programme sessions and the summer school. If you would like to be included on the mailing list for such events, please contact the University of Cumbria [Graduate School](#).

English Language Development:

If you have been given a conditional offer based on your IELTS score or if you would like to upgrade your academic English regardless of your score, the University runs a 6-week or 12-week pre-session programme at additional cost.

During the academic year, you can also access in-session support. More information about this service, including advice on how to book an appointment with a tutor, can be provided by Skills@Cumbria which includes a suite of [online self-help resources](#) accessible 24/7 via the University's website and Blackboard site.

International Students:

International students are supported by IS throughout the programme of study. The University is aware that studying at a new university will be different from your previous experiences. We provide additional support and information to help you to adjust to learning and teaching methods, and the systems and processes used in the UK. Study support sessions will form part of your induction week activities.

Students' Union: Registered students can participate in activities, societies and clubs organised by

the University of Cumbria Students' Union (UCSU). The students' union also provides a range of advice and support networks.

Programme Curriculum Map					
Academic Level	Module Code	Module Title	Credits	Module Status*	Programme Outcomes achieved
7	UCBP7001	Leadership & Organisation Behaviour	20	Compulsory	K1, K2, K3, S1, S2, S3, S4
7	UCBP7002	Strategic Thinking	20	Compulsory	K2, K3, K4, S1, S2, S3, S4, S5
7	UCBP7003	Finance for Managers	20	Compulsory	K1, K2, K4, S1, S2, S3, S4
7	UCBP7004	Sustainability Issues in Business	20	Compulsory	K1, K2, K3, K4, S1, S2, S3, S4, S6
7	UCBP7005	Marketing Planning	20	Compulsory	K1, K2, K4, S1, S2, S3, S4, S5, S6
7	UCBP7006	Information and Operations	20	Compulsory	K1, K2, K4, S1, S2, S3, S4, S5
7	UCBP7020	Research Methods for Business and Management	20	Compulsory	K1, K2, K5, K6, S1, S2, S3, S7, S8
7	UCBP7021	Independent Project	40	Optional	K1, K2, K3, K4, K5, K6, S1, S2, S3, S4, S5, S6, S7, S8, S9
7	UCBP7022	Dissertation	40	Optional	K1, K2, K3, K4, K5, K6, S1, S2, S3, S4, S5, S6, S7, S8, S9
Notes					
<p>This programme operates in accordance with the University's Academic Regulations and Academic Procedures and Processes.</p> <p>Students who wish to study on a part time basis will study modules alongside the full-time cohort that are running at the time, usually over a 2 year period</p> <p>Module UCBP7020 must be taken and assessed before students can begin the Independent Project (UCBP7021) or the Dissertation (UCBP7022)</p> <p>Students must choose one of the two optional 40 credit modules; the Independent Project or the Dissertation. MBA students can undertake an independent project which can be used to develop their skills and their managerial experience. Such a project can be particularly effective in integrating theory and practice through a case study or a live project. This can be of specific interest to employers who may be sponsoring the MBA</p>					

student and may benefit from some research or consultancy which is related to their organisation or the relevant industry. In order to qualify, the project does require a solid academic basis which would be ascertained before the final module choice. However, some MBA students who have acquired a good level of knowledge and understanding of business and management disciplines may be more attracted to the theoretical side of the subject and choose the dissertation to develop further expertise or consider further studies.

*** Key to Module Statuses**

Compulsory Modules	Must be taken although it may possible to carry as a marginal fail (if the award permits)
Optional Modules	Are a set of modules from which you will be required to choose a set number to study. Once chosen, unless indicated otherwise in the table above, an optional module carries the same rules as a compulsory module as per the Academic Regulations

Programme Delivery Structure: Full Time / Part Time infill (see Notes above)				
Module Code	Module Title	Delivery Pattern	Method(s) of Assessment	Approximate Assessment Deadline
		Autumn Semester / Spring Semester / Extended / Year-Long		
UCBP7001	Leadership & Organisation Behaviour	Autumn Semester	Written assignment	End of semester
UCBP7002	Strategic Thinking	Autumn Semester	Written assignment	End of semester
UCBP7003	Finance for Managers	Autumn Semester	Portfolio	Throughout the semester
UCBP7004	Sustainability Issues in Business	Spring Semester	Written assignment Written assignment	Mid-semester End of semester
UCBP7005	Marketing Planning	Spring Semester	Written assignment	End of semester
UCBP7006	Information and Operations	Spring Semester	Written assignment	End of semester
Students exiting with 60 credits would receive a Postgraduate Certificate in Business Administration				
Students exiting with 120 credits would receive a Postgraduate Diploma in Business Administration				
UCBP7020	Research Methods in Business and Management	Year-long The teaching takes place during the first semester Autumn Semester for September start, Spring Semester for January start Flexible for PT	Portfolio	Several tasks at various points in the semester

UCBP7021	Independent Project	Extended Spring/Summer Semester for September start, Summer/Autumn Semester for January start Flexible for PT.	Dissertation	End of module
UCBP7022	Dissertation	Extended Spring/Summer Semester for September start, Summer/Autumn Semester for January start Flexible for PT.	Dissertation	End of module

Methods for Evaluating and Improving the Quality and Standards of Learning

<p>Mechanisms used for the Review and Evaluation of the Curriculum and Learning, Teaching and Assessment Methods</p>	<ul style="list-style-type: none"> • Module Evaluation • Programme validation and revalidation • Annual Evaluatory Reports • Peer Review of Teaching • External Examiner Reports • Programme Evaluation • HEA PTES - Postgraduate Taught Experience Survey
<p>Mechanisms used for gaining and responding to feedback on the quality of teaching and the learning experience – gained from: Students, graduates, employers, WBL venues, other stakeholders, etc.</p>	<ul style="list-style-type: none"> • Staff Student Forum • Module Evaluation Forms • Programme Evaluation • Module/Programme/Personal tutorials • Meetings with External Examiners

<p>Date of Programme Specification Production:</p>	<p>7th March 2017</p>
<p>Date Programme Specification was last updated:</p>	<p>06.10.2021</p>

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

<https://www.cumbria.ac.uk/study/courses/postgraduate/mba-part-time/>

<https://www.cumbria.ac.uk/study/courses/postgraduate/mba-full-time/>