

University of the West of Scotland Postgraduate Programme Specification

Session: 2023/24

Last modified: 02/05/2023 14:33:28

Status: Proposal

Named Award Title:	MBA MBA (Pathways)
Award Title for Each Award:	MBA MBA (Pathways) PG Cert Management PG Dip See names noted in document
Date of Validation:	March 2023
Details of Cohorts Applies to:	First intake September 2023, run out of existing programme to May 2024
Awarding Institution/Body:	University of the West of Scotland
Teaching Institution:	University of the West of Scotland
Language of Instruction & Examination:	English
Award Accredited By:	
Maximum Period of Registration:	
Mode of Study:	Full Time Part Time
Campus:	Lanarkshire London Paisley Distance/Online Learning
School:	School of Business & Creative Industries
Programme Board	Management, Organisations & People
Programme Leader:	Melissa Kerr Tom Keegan

Admission Criteria

Candidates must be able to satisfy the general admission requirements of the University of the West of Scotland as specified in Chapter 2 of the University Regulatory Framework together with the following programme requirements:

Appropriate Undergraduate Qualification

Candidates must be able to satisfy the general admission requirements of the University of the West of Scotland as specified in Chapter 2 of the University Regulatory Framework together with the following programme requirements: Appropriate Undergraduate Qualification An appropriate Undergraduate Qualification

Other Required Qualifications/Experience

Specifically, candidates would be expected to possess:

- a degree awarded by an appropriate institution, or
 - a postgraduate award (passed at an appropriate level), or
 - a final qualification of a professional body acceptable to the University, such as those from CIMA and ACCA or
 - have passed a pre-masters, or other foundation course or
- be a mature student with relevant work or professional experience or completion of an appropriate programme of study for which prior knowledge and skills have provided an appropriate foundation, at a level demanding more advanced and intensive study than a first degree and which is suitable for the fulfilment of the University's learning outcomes (see regulation 5.5.3) and which includes a compulsory element of advanced independent work.

In exceptional circumstances, applicants may also be considered with other academic, vocational or professional qualifications deemed to be equivalent.

Applications may also be considered from those who do not meet the above requirements but can complement the programme through their work experience.

University of the West of Scotland (UWS) has a strong commitment to the Recognition of Prior Learning (RPL) which encompasses both Accreditation of Prior Learning (APL) and Accreditation of Prior Experiential Learning (APEL).

Where English is not the first language, applicants must be able to satisfy the University of their competence in English in line with the University's Regulation 6.6. Either by having a TOEFL score of 5.50 or above or an IELTS score of 6 or above (5.5 in each component) or equivalent.

Further desirable skills pre-application

Work experience is not a requirement for joining the MBA. However, work experience is desirable and should be as broad as is reasonably practicable.

General Overview

The MBA (Pathways) programme will be delivered via a variety of modes detailed below:

- a one year full time programme delivered over three terms (London and Scotland)
- a two year part time programme delivered over six terms (Scotland only)
- a five year (maximum) distance learning/on-line programme delivered over fifteen terms (maximum).

The global nature of the business world requires management professionals who have a critical understanding of how business is conducted now and will be conducted in the future. Such professionals not only need strategic analytical skills, but also business intuition and judgement brought about by an enquiring and adaptive mind. The use of role play, case studies, in-company analysis will assist the honing of the students' communication, negotiation and facilitating skills. The overall aim therefore is to produce MBA graduates of the highest quality who can respond creatively and effectively to the challenges of the global business environment.

The pathways have a structure that takes advantage of an integrative teaching approach, starting with the crucial nature business function integration. This theme will run throughout the pathways to allow a comprehensive understanding of how key business functions impact upon one another. As well as providing the essential core business knowledge and understanding, the programme places a strong emphasis on developing the applied managerial skills that are vital to managing creativity, as well as problem solving.

Students may wish to continue their study through a Doctor of Business Administration and/or Continuous Professional Development.

The MBA is aligned with The Curriculum Framework and has been designed to create an environment which facilitates the involvement of the student in a learning partnership. Students drive their own MBA journey through their contribution and involvement with the programme activities and interaction with their peers. The programme aims to expose students to a learning and problem solving

environment that can be compared to that which they will/or have experienced in a real business context, e.g. dealing with conflict, negotiation, team members, and resolving business conundrums, as well as personal dilemmas. Interaction in this environment will allow the student to demonstrate their understanding of contemporary management theory as well as what they have absorbed through peer interaction, such learning processes are fundamental to module design. The overall theme of the programme and its constituent parts will be the application of the students' knowledge to real business issues. This applied focus will be underpinned by the study of theoretical concepts and paradigms in specific contexts synergising the various different disciplines and areas that have been studied. This model of learning requires the student to conduct analysis of a specific issue and then consider different options before deciding on the most appropriate course of action. Each module is designed so that this process does not occur in isolation but rather it is a collaborative undertaking within syndicate groups from the MBA community.

For students to gain full advantage of this experience a detailed structure will be contained in the module handbooks stipulating what is expected of each student during these student centred activities, e.g. preparative work, directed reading, independent research. All teaching mechanisms are student centred.

Unique to the UWS MBA is the requirement for all students to immerse themselves in the MBA community. Some module activities will require students to undertake syndicate work within their peer groups drawn from all modes of study and therefore from across the globe. This is designed to be a direct representation of life in the real business world and adds a true international dimension to the learning experience. A combination of formative and summative assessments will be used. Formative assessment is of particular importance during the initial stages of the MBA student journey as it will encourage the individual to reflect on their performance, their grasp on management theory and its application, their development as a leader, as well as their interpersonal skills. As the student progresses through the programme greater emphasis will be placed on summative assessments. The actual assessment format will be a mixture of online test, portfolio work, essays, presentations and projects. There will be individual, group and peer assessment. The use of group work assessment is deemed justifiable as it is a means of expanding ones knowledge from different cultural and sectorial perspectives. It also allows the student to undertake different roles within a team in which they have to discuss, negotiate, and persuade and then sign up to a consensus outcome.

The Strategic Business Project or Developing Professional Practice at Masters stage will most likely be undertaken within the students employer organisation and/or on a consultancy basis and will require the student to bring to bear all of the knowledge and skills that they have developed throughout the programme on a significant business issue affecting the organisation. It may require qualitative and/or quantitative research and analysis. The student will be required to develop a suitable proposal which is acceptable to any host organisation, as well as the School.

The following titles are offered as part of the pathway suite:

MBA with Banking and Finance (Exit Diploma Banking and Finance) * Paisley and London

MBA with Logistics and Supply Chain Management (Exit Diploma Logistics and Supply Chain Management) * London

MBA with Digital Marketing (Exit Diploma Digital Marketing) * London

MBA with Leadership (Exit Diploma Leadership) * Lanarkshire and London

MBA with Risk Management (Exit Diploma Risk Management) * Paisley and London

MBA with Enterprise (Exit Diploma Enterprise) * Lanarkshire

MBA with Luxury Branding (Exit Diploma Luxury Branding) * London

The generic MBA title will be available for study at the Paisley campus and to TNE partners only, with title used as an exit title where appropriate.

The above seven pathway titles will provide a distinctive Post Graduate offering at the London and Scottish campuses. The structure enables additional pathways to be validated with relative ease both within School of Business and Creative Industries but across the University. The structure has built in efficiencies with 80 credit of core delivered via three interdisciplinary modules.

Pathways:

Students undertaking the Banking pathway should undertake both Banking optional modules.

Students undertaking the Digital Marketing pathway should undertake both the Digital Marketing optional modules.

Students undertaking the Leadership pathway should undertake both the Leadership modules.

Students undertaking the Logistics and Supply Chain Management should undertake both the optional Supply Chain modules.

Students undertaking the Risk Management should undertake both the optional Risk Management modules.
Students undertaking the Enterprise should undertake both the optional Enterprise modules.
Students undertaking the Luxury Branding should undertake both the optional Luxury Branding modules.
Students undertaking MBA should undertake Contemporary Management Challenges and one option available at Paisley campus.
TNE partners will undertake MBA, undertaking Contemporary Management Challenges and one option in discussion with TNE Lead.
Part time offer is the MBA title at the Paisley campus, students will undertake all core modules, Contemporary Management Challenges and one option over 6 terms.
Note students cannot change pathways once the optional modules commence.

Graduate Attributes, Employability & Personal Development Planning

The MBA pathways aims to provide a robust underpinning in the knowledge, skills and understanding necessary for participants to operate effectively as general managers in a variety of environments such as Digital Marketing, Logistics, Luxury Branding, Enterprise, Supply Chain and Banking and Risk. As the MBA has seven different pathways the student can tailor their MBA to suit their aspirations which better places the UWS MBA graduate to achieve the employment they desire. The very nature of the programme, as well as the significant online peer interaction provides students with extensive networking opportunities allowing them to develop an international network of peers. Integrated into the programme is a strong focus on PDP. The Professional Management and research Skills module, aiding students identify and build on their skills base and develop their research skills. From there, modular embedding of PDDP and opportunities beyond the programme run from the campus or online.

Work Based Learning/Placement Details

At the Dissertation stage there is the option of either the Strategic Business project or the Developing Professional Practice module. The DPP module will enable students to work with an employer on a project related to their pathway.
The Business project is theory based and can include the gathering of primary data. It challenges students to integrate their past learning from the previous stages of the MBA in a rigorous research project, which will be of value in better understanding a key business issue. In so doing, students will develop their knowledge and confidence in designing, developing, compiling and delivering strategic business projects.
The Developing Professional Practice module is designed to put theory into practice within a real world setting across and within Sectors: local, national and global. The module will enable students to develop skills and knowledge, both specialist and transferrable, enhancing their employability. It will enable students to build networks by connecting and working with professionals in industry.

Engagement

In line with the **Academic Engagement Procedure**, Students are defined as academically engaged if they are regularly engaged with timetabled teaching sessions, course-related learning resources including those in the Library and on the relevant learning platform, and complete assessments and submit these on time.

Equality and Diversity

Further information on the institutional approach to Equality, Diversity and Inclusion can be accessed at the following link: <https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/>

Programme structures and requirements, SCQF level, term, module name and code, credits and awards (**Chapter 1, Regulatory Framework**)

A. PG Cert

Learning Outcomes (Maximum of 5 per heading)

Knowledge and Understanding	
A1	Demonstrate a critical and integrated understanding of the core areas of business including leadership, management, marketing, HRM, and operations, finance and enterprise within both a national and global context
Practice - Applied Knowledge and Understanding	
B1	Apply relevant knowledge and understanding to a range of complex situations
B2	Practice in a wide range of professional contexts
Communication, ICT and Numeracy Skills	
C1	Use a range of advanced skills including academic writing and referencing skills, analysis and interpretation of complex information and the use of appropriate ICT skills to aid dissemination of information
C2	Effectively use various communication skills through presentations, role play and group exercises
C3	Develop and apply numeracy skills as appropriate to the assist in decision making processes
C4	Undertake critical evaluation of wide range of numerical and graphical data
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	Critically analyse new and abstract problems and issues related to the current business environment
D2	Analyse and evaluate key current issues within the business context
D3	Develop critical responses to problems and issues
Autonomy, Accountability and Working With Others	
E1	Exercise substantial autonomy and initiative in professional and equivalent activities
E2	Work effectively in peer relationships

Core Modules

		Module Name	Credit	Term	Footnotes

SCQF Level	Module Code			1	2	3	
11		Fundamentals of Senior Management *	40	✓	✓	✓	
11		The Strategic Manager *	20	✓	✓	✓	

* Indicates that module descriptor is not published.

Footnotes

Available on Lanarkshire, London and Paisley

Optional Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	

* Indicates that module descriptor is not published.

Footnotes

Criteria for Progression and Award

For students to be awarded the title of PgCert in Management they must obtain 60 credits which MUST include the core Fundamental of Senior Management 40 credit module and The Strategic Manager 20 credit module. Students who fail to achieve the core module but achieve 60 credits from the optional modules, may be awarded a PgCert Combined Studies.

Combined Studies Award

1.61 A School Board of Examiners is empowered to make an exit award of CertHE/DipHE/BA/BSc or PgC/PgD in Combined Studies where a student has met the credit requirements for an award in line with SCQF credit minima (see Regulation 1.21), but cannot continue on the named award .

B. PG Dip

Learning Outcomes (Maximum of 5 per heading)

Knowledge and Understanding	
A1	Demonstrate a critical and integrated understanding of the core areas of business including leadership, management, marketing, HRM, and operations, finance and enterprise within both a national and global context
A2	Demonstrate a critical understanding of the core areas of the pathway specialism within both a national and global context
Practice - Applied Knowledge and Understanding	
B1	Apply relevant knowledge and understanding to a range of complex situations
B2	Utilise a range of specialised skills and practices at the forefront of the relevant pathway
B3	Practice in a wide range of professional contexts

Communication, ICT and Numeracy Skills	
C1	Use a range of advanced skills including academic writing and referencing skills, analysis and interpretation of complex information and the use of appropriate ICT skills to aid dissemination of information
C2	Effectively use various communication skills through presentations, role play and group exercises
C3	Develop and apply numeracy skills as appropriate to the assist in decision making processes
C4	Undertake critical evaluation of wide range of numerical and graphical data
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	Critically analyse new and abstract problems and issues related to the current business environment
D2	Analyse and evaluate key current issues within the business context
D3	Analyse key current issues within the relevant pathway
D4	Develop critical responses to problems and issues
Autonomy, Accountability and Working With Others	
E1	Exercise substantial autonomy and initiative in professional and equivalent activities
E2	Work effectively in peer relationships

Core Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	
11		Contemporary Management Challenges *	20	✓	✓	✓	Core on MBA
11		Corporate Finance (MBA) *	20	✓	✓	✓	Core on Finance and Banking pathway
11		Digital Marketing Strategies *	20	✓	✓	✓	Core on Digital Marketing pathway
11		Enterprise and Entrepreneurship *	20	✓	✓	✓	Core on Enterprise pathway

11		Ethical Leadership Responsible Organisations *	20	✓	✓	✓	Core on Leadership pathway
11		Innovation & Idea Creation *	20	✓	✓	✓	Core on Enterprise pathway
11		Logistics Management. *	20	✓	✓	✓	Core on Logistics pathway
11		Luxury Brands Management *	20	✓	✓	✓	Core on Luxury Branding pathway
11		Marketing of Sustainable Luxury *	20	✓	✓	✓	Core on Luxury Branding pathway
11		Money, Banking and the Financial System (MBA) *	20	✓	✓	✓	Core on Finance pathway
11		Professional Management and Research Skills *	20	✓	✓	✓	Core for all
11		Risk Analysis and Decision Making *	20	✓	✓	✓	Core for Risk pathway
11		Risk Management and Systems Thinking *	20	✓	✓	✓	Core for Risk pathway
11		Supply Chain Management. *	20	✓	✓	✓	Core on Logistics pathway
11		Theoretical Perspectives Digital Marketing *	20	✓	✓	✓	Core on Digital Marketing
11		Theories of Leadership *	20	✓	✓	✓	Core on Leadership pathway

* Indicates that module descriptor is not published.

Footnotes

For MBA generic award one option module is available to complement the Contemporary Management Challenges module. These include the Risk and Finance modules

Optional Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	

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* Indicates that module descriptor is not published.

Footnotes

Criteria for Progression and Award

Students undertaking the PgDip in the following names awards must obtain 120 credits by undertaking the core modules (80 credits) and obtaining 40 credits from the Pathway options:

- (Exit Diploma Finance and Banking)
- (Exit Diploma Leadership)
- (Exit Diploma Risk Management)
- (Exit Diploma Enterprise)
- (Exit Diploma Digital Marketing)
- (Exit Diploma Logistics and Supply Chain Management)
- (Exit Diploma Luxury Branding)
- (Exit Diploma Strategic Management)

Criteria for Progression and Award

A distinction is awarded to students who meet the criteria as set out in Regulation 7.5.2.

Students who do not successfully achieve the core modules but achieve 120 credits may be awarded the Pg Diploma in Combined Studies

C. Masters

Learning Outcomes (Maximum of 5 per heading)

Knowledge and Understanding	
A1	Demonstration of extensive, detailed and critical knowledge of the literature relevant to the chosen topic
A2	Critical understanding of a range of specialised theories, principles and concepts relevant to the chosen topic
A3	Display awareness of current issues relevant to the topic and related areas
Practice - Applied Knowledge and Understanding	
B1	Apply a significant range of skills, techniques and practices associated with the relevant subject area
B2	Critically evaluate research and a variety of types of information and evidence
B3	Apply an appropriate research strategy to the selection and distillation of relevant information from a wide range of sources and a large body of knowledge

B4	Analyse, evaluate and interpret evidence and theory underpinning both general management practice and the relevant subject area of the project
Communication, ICT and Numeracy Skills	
C1	Further develop academic writing skills, including appropriate acknowledgement and referencing sources
C2	Use appropriate software to support and enhance analysis and presentation of quantitative and qualitative information
C3	Communicate with a range of audiences and adapt the communication to the context and purpose
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	Demonstrate the ability to recognise problems in the workplace and identify suitable means to respond to and manage them effectively
D2	More specifically, use appropriate research and consultancy methods and techniques of enquiry to investigate a practical issue/problem
D3	Critically review, consolidate and extend knowledge, skills, practices and thinking in the discipline
Autonomy, Accountability and Working With Others	
E1	Demonstrate effective consultancy and project management skills
E2	Ability to interact with supervisor in an effective manner
E3	Demonstrate ability to self-manage time and resources
E4	Work in ways that are reflective, self-critical and based on research/evidence

Core Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	
11	BUSN11126	Developing Professional Practice	60	✓	✓	✓	
11	BUSN11076	Strategic Business Project	60	✓	✓	✓	

* Indicates that module descriptor is not published.

Footnotes

Available Lanarkshire, London and Paisley

Optional Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	

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* Indicates that module descriptor is not published.

Footnotes

Criteria for Award

A Masters of Business Administration Degree (generic) will be conferred on a student that exits with a minimum of 180 credits with a minimum of 160 at least SCQF 11. This involves the successful completion of the Postgraduate Diploma as well as the Strategic Business Project/Developing Professional Practice module and includes the Contemporary Management Challenges 20 credit module and one pathway 20 credit module.

Pathway titles are as follows, involving the successful completion of the Postgraduate Diploma as well as the Strategic Business Project/Developing Professional Practice module and the two relevant pathway modules:

- MBA (Finance and Banking)
- MBA (Leadership)
- MBA (Risk Management)
- MBA (Enterprise)
- MBA (Digital Marketing)
- MBA (Logistics and Supply Chain Management)
- MBA (Luxury Branding)

Notes:

Banking and Finance pathway takes Corporate Finance and Money, Banking, and the Financial system.

Logistics and Supply Chain Management pathway take Supply Chain Management and Logistics Management

Digital Marketing pathway takes Digital Marketing Strategies and Theoretical Perspectives Digital Marketing

Leadership pathway takes Ethical Leadership Responsible Organisations and Theories of Leadership

Luxury Branding pathway takes Marketing of Sustainable Luxury and Luxury Brands Management

Risk pathway takes Risk Analysis and Decision Making and Risk Management and Systems Thinking

Enterprise pathway takes Enterprise & Entrepreneurship and Innovation and Idea Creation

For students on the MBA Pathways if they fail one of the pathway 20 credits modules they can complete the Contemporary Management Challenges 20 credit module to achieve the MBA (generic award)

A distinction will be awarded to students who meet the criteria as set out in Regulation 7.5.2 (d) <http://www.uws.ac.uk/current-students/rights-and-regulations/regulatory-framework/>

Students who fail to gain the necessary core modules, may be eligible to exit with a Pg Cert/Dip in Combined Studies
MBA

MBA (Finance and Banking)
MBA (Leadership)
MBA (Risk Management)
MBA (Enterprise)
MBA (Digital Marketing)
MBA (Logistics and Supply Chain Management)
MBA (Luxury Branding)

Regulations of Assessment

Candidates will be bound by the general assessment regulations of the University as specified in the [University Regulatory Framework](#).
An overview of the assessment details is provided in the Student Handbook and the assessment criteria for each module is provided in the module descriptor which forms part of the module pack issued to students. For further details on assessment please refer to Chapter 3 of the Regulatory Framework.
To qualify for an award of the University, students must complete all the programme requirements and must meet the credit minima detailed in Chapter 1 of the Regulatory Framework.

Combined Studies

There may be instances where a student has been unsuccessful in meeting the award criteria for the named award and for other more generic named awards existing within the School. Provided that they have met the credit requirements in line with the SCQF credit minima (please see Regulation 1.21), they will be eligible for an exit award of PgCert/ PgDip in Combined Studies.

Changes

Changes made to the programme since it was last published:

Version Number: 1