

University of the West of Scotland Postgraduate Programme Specification

Session: 2022/23

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Named Award Title:	MBA Master of Business Administration (MBA)
Award Title for Each Award:	MBA Master of Business Administration (MBA) PG Dip in Strategic Management PG Cert in Management
Awarding Institution/Body:	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 Distance/Online Learning London
School:	School of Business & Creative Industries
Programme Leader:	Dr 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

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).

UWS has a process embedded within the Regulatory Framework of the University whereby learning which has taken place in a variety of contexts both formal, within a classroom or by following a structured course, and informal, through work or leisure activities, can be recognised either for entry to a programme of study or, where the learning is at the appropriate level for credit, towards a specific programme of study.

Recognising and/or awarding credit for prior learning is of increasing importance in Scotland with the development of the Scottish Credit and Qualifications Framework (SCQF).

The University RPL covers and defines Recognition of Prior Learning (RPL) including Accreditation of Prior Learning (APL) and Accreditation of Prior Experiential Learning (APEL) as they are recognised, assessed and implemented within UWS regulations. It considers the use of prior learning as an entrance requirement including entry with advanced standing or as additional credit for the continuing UWS student. The policy aims to provide guidance and clarity to the student, UWS staff, employers and professional bodies who are involved in RPL. It complies with SCQF guidelines on RPL and is aligned to UWS Admissions regulations and policy.

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 programme will be delivered via a variety of modes detailed below:

- a one year full time programme delivered over three terms
- a two year part time programme delivered over six terms
- 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 business simulation exercises, 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 Programme has a structure that takes advantage of an integrative teaching approach, starting with the crucial nature business function integration. This theme will run throughout the Programme 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 UWS Education Enabling Plan and has been designed to create an environment which facilitates the involvement of the student in a learning partnership. The individual learning experience is therefore the focus of the programme, rather than that of a comparison with their fellow students' performance. Consequently 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 a learning process will be 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. The lecture is not intended to impart large amounts of complex information but rather a vehicle through which we give an overview of the area of study, frame it within appropriate of context, and provide the student with a structure which they can use to inform their own study. Irrespective of the mode of study, all students will receive the same content albeit in different formats, i.e. FT and PT students will have face-to-face lectures, whereas their DL peers will have the same content but a via a series of vignettes and explanatory content. This also with all other activities, such as case study analysis, simulations, and group work projects, i.e. the content of what of every student receives is similar, however the format in which it is delivered may vary depending on the specific mode of study. 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, reports, 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. Resits for group work assignments will, where possible, be group work based, however, if this is not possible due to student numbers individual assignments will be used. Many of the learning activities undertaken by the student, as well as coursework, will be based on real world experiences and case studies. Real world business case studies, with which the students are hitherto unfamiliar, will also be used. This will be conducted with full consultation of the Module Coordinators responsible for the module. The Strategic Business Project 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 faculty.

Graduate Attributes, Employability & Personal Development Planning

The MBA programme aims to provide a rigorous grounding in the knowledge, skills and understanding necessary for participants to operate effectively as general managers in a variety of environments. At the core of the UWS MBA is the transformation of the student into a leader. As the MBA has three 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.

Work Based Learning/Placement Details

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* Indicates that module descriptor is not published.

Footnotes

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 10 credit module Integration of Business Functions PLUS 50 other credits. Students who fail to achieve the core module, may be awarded a PgCert Combined Studies

B. PG Dip

Learning Outcomes (Maximum of 5 per heading)

Knowledge and Understanding	
A1	
Practice - Applied Knowledge and Understanding	
B1	
Communication, ICT and Numeracy Skills	
C1	
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	
Autonomy, Accountability and Working With Others	
E1	

Core Modules

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

* Indicates that module descriptor is not published.

Footnotes

Optional Modules

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

* Indicates that module descriptor is not published.

Footnotes

Students undertaking the PgDip in Strategic Management must obtain 120 credits by undertaking the core modules (90 credits) and obtaining 30 credits from the above options.

Criteria for Progression and Award

Students who gain 120 credits with a minimum of 100 at least SCQF 11 from the module framework and who do not wish to progress to Masters may exit with a PG Diploma in Strategic Management. Students MUST have completed the following modules to achieve the Pg Diploma in Strategic Management:

Analytical Thinking & Decision Making
Integration of Business Functions
Influencing Organisational Strategy
Innovation, Entrepreneurship & the Market
Managing Organisational Health

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	BUSN11079	Analytical Thinking and Decision Making	20	✓	✓	✓	
11	BUSN11082	Influencing Organisational Strategy	20	✓	✓	✓	
11	BUSN11081	Innovation, Entrepreneurship and the Market	20	✓	✓	✓	
11	BUSN11078	Integration of Business Functions	10	✓	✓	✓	
11	BUSN11080	Managing Organisational Health	20	✓	✓	✓	
11	BUSN11076	Strategic Business Project	60	✓	✓	✓	

* Indicates that module descriptor is not published.

Footnotes

Throughout the certificate and diploma stages, students will undertake research workshops to help develop appropriate research techniques. The student will also be required to undertake an project which can be either a traditional dissertation, a business plan or in-company analysis or case study which will allow them to identify

a topic or issue that will become the subject for their project. Towards the latter part of the diploma stage the student will be required to write and submit a project proposal. Thereafter, each student is allocated a suitable supervisor with whom they communicate directly throughout the Masters stage. The submitted project should be approximately 10,000-15,000 words.

Optional Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	
11	ACCT11027	Advanced Financial Functions	10	✓	✓	✓	
11	BUSN11075	Business Creativity	10	✓	✓	✓	
11	ACCT11028	Global Finance (10 credits)	10	✓	✓	✓	
11	BUSN11086	Influencing Organisational Culture and Change	10	✓	✓	✓	
11	BUSN11085	Leading Change	10	✓	✓	✓	
11	BUSN11087	New Venture Creation	10	✓	✓	✓	
11	MIDW11030	Responding to Public Health Challenges	20	✓	✓	✓	Distance Learning Only - additional trimester deliveries available for TNE partners
11	BUSN11100	Risk, Crisis and Resilience	20	✓	✓	✓	Distance Learning Only

* Indicates that module descriptor is not published.

Footnotes

Criteria for Award

A Masters of Business Administration Degree 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.

To successfully complete the Masters stage of the MBA, a student must achieve a; minimum grade of B2 in the project and achieve 180 credits with a minimum of 160 at least SCQF 11.

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

Regulations of Assessment
<p>Candidates will be bound by the general assessment regulations of the University as specified in the University Regulatory Framework.</p> <p>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.</p> <p>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.</p>
Combined Studies
<p>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.</p>

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