

**University of the West of Scotland
Postgraduate Programme Specification**

Named Award Title:	MBA Master of Business Administration (Pathways)
Award Title for Each Award:	Master Business Administration MBA with Finance and Banking (Paisley and London) MBA with Leadership (Lanarkshire and London) MBA with Risk Management (Paisley only) MBA with Enterprise (Lanarkshire only) MBA with Digital Marketing (London only) MBA with Logistics and Supply Chain (London only) MBA with Luxury Branding (London only)
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 * Scotland only
Campus:	Lanarkshire Paisley London Distance/Online Learning
School:	School of Business & Creative Industries
Programme Leader:	Dr Tom Keegan (Scotland) Dr Melissa Kerr (London)

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 Curriculum Framework 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.

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

MBA with Banking and Finance (Exit Diploma Banking and Finance)

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

MBA with Digital Marketing (Exit Diploma Digital Marketing)

MBA with Leadership (Exit Diploma Leadership)

MBA with Risk Management (Exit Diploma Risk Management)

MBA with Enterprise (Exit Diploma Enterprise)

MBA with Luxury Branding (Exit Diploma Luxury Branding)

The above seven titles will provide a distinctive Post Graduate offering at the London and Scottish campuses. With the University, forming a new partnership with The Education group and the move to the new UWS London campus at East India Docklands there is a renewed focus on having a fit for purpose portfolio available from the School of Business and Creative Industries at London. A set of MBA pathways provides a unique offering across a number of key areas, identified by the partner; in addition, 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.

Completion time for these full time programmes is one full academic year, made up of three terms across 12 months.

The seven pathways contain of a number of core modules, which will enable students to lead from within through innovation and creative thinking, shaping them into a leader ready for the ever-changing context of Business.

The modules are interdisciplinary in nature enabling students to critically demonstrate and understand the integration of the key business functions enhancing their ability to design and deliver effective organisation-wide strategies across sectors.

Students will undertake modules that will help to set and manage aspirations for success. They will continue or commence with the concept of being a lifelong learner. Both Professionalism and Continuing Personal Development will be investigated from a sectoral perspective. Key skills will be explored such as Emotional Intelligence influencing skills, networking and leadership. These are flexible and can be cohort specific. Links to local Businesses and use on campus space will be utilised to deliver these. Research techniques will be examined, covering current theories and their application.

The formulation of business strategy, the execution of business strategy and how this creates competitive advantage will be investigated. Alongside the investigation of strategic business decisions using data covering examples for the three pathways: banking, digital marketing and supply chain. Strategic change and strategic alliances along with change management approaches will be delivered with a focus on digital transformation.

Management theories will be explored within the context of organisations, covering areas such as systems theory, contingency theory and scientific management theory.

People growth and development are investigated looking at Strategic Human Resource Management, talent management and people development linked to corporate and sector standards.

Financial markets will be examined, an understanding of financial markets and financial instruments (a broad understanding of financial systems including banking, insurance, and financial intermediation) Strategic Marketing will explore the concept of strategic marketing management as a system that will provide vision to businesses, monitor and understand the dynamic environment, generate strategic options, and develop marketing strategies based on sustainable competitive advantage. Operations Management will include Operations Strategy and its fit within the overall business context, as well as the planning, management and control of the Operations Management function. Managing risk, resilience and agility will include strategies for evaluating risks, it will reflect the role of business continuity planning, crisis management, leadership and decision making in building a resilient organization.

These MBA pathway programmes are aimed primarily at international students; however, there may also be a local market for those currently in employment who wish to upskill post Covid.

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 module and one further optional module.

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.

Note students cannot change pathways once the optional modules commence. It will not be a published option.

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.

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.

Where a programme has Professional, Statutory or Regulatory Body requirements these will be listed here:

Please refer to the Academic Engagement and Attendance Procedure at the following link: Academic engagement and attendance procedure

<https://www.uws.ac.uk/media/4153/academic-engagement-and-attendance-procedure.pdf>

Equality and Diversity

The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: [UWS Equality and Diversity Policy](#)

None, the MBA Programme follows UWS Equality and Diversity Policy.

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

. 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

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	
		The Strategic Manager	20				

* 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 **Fundamental of Senior Management** 40 credit module and any 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	

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

- Diploma Finance and Banking
(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)

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		The Strategic Manager	20	✓	✓	✓	
11		Fundamentals of Senior Management	40	✓	✓	✓	
11		Professional Management and Research Skills	20	✓	✓	✓	
11				✓	✓	✓	
11				✓	✓	✓	

11	BUSN11076	Strategic Business Project	60	✓	✓	✓	
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* 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 a 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. Group Projects with group supervision is also offered. Under this option students in groups of a maximum of 4 students per group can work on a research project overseen by one supervisor. The submitted group project with 4 students should be approximately 40,000-60,000 words. Peer review

Optional Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	
11		Corporate Finance	20	✓	✓	✓	Banking and Finance Pathway
11		Money, Banking and the Financial system	20	✓	✓	✓	Banking and Finance Pathway
11		Theoretical Perspectives in Digital Marketing	20	✓	✓	✓	Digital Marketing Pathway
11		Digital Marketing Strategy	20	✓	✓	✓	Digital Marketing Pathway
11		Marketing Sustainable Luxury	20	✓	✓	✓	Luxury Branding Pathway
11		Luxury Brand Management	20	✓	✓	✓	Luxury Branding Pathway
11		Fundamentals of Supply Chain Management	20	✓	✓	✓	Logistics and Supply Chain Pathway
11		Logistics Management	20	✓	✓	✓	Logistics and Supply

							Chain Pathway
		Enterprise & Entrepreneurship	20	✓	✓	✓	Enterprise Pathway
		Idea, Innovation and Creation	20	✓	✓	✓	Enterprise Pathway
		Ethical Leadership Responsible Organisations	20	✓	✓	✓	Leadership Pathway
		Theories of Leadership	20	✓	✓	✓	Leadership Pathway
		Risk Analysis and Decision Making	20	✓	✓	✓	Risk Pathway
		Risk Management and Systems Thinking	20	✓	✓	✓	Risk Pathway
		Contemporary Management Challenges	20	✓	✓	✓	MBA

* 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 and include the Contemporary Management Challenges 20 credit module and one pathway 20 credit module.

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.

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 Strategy and Theoretical Perspectives in 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 Idea, Innovation and 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)

Core Modules

SCQF Level	Module Code	Module Name	Credit	Term			Footnotes
				1	2	3	
11		The Strategic Manager	20				Core to all pathways
		Fundamentals of Senior Management	40				Core to all pathways
		Professional Management and Research Skills	20				Core to all pathways
11		<u>Theoretical Perspectives in Digital Marketing</u>	15				Digital Marketing pathway
11		<u>Digital Marketing Strategy</u>	15				Digital Marketing pathway

11		Corporate Finance	15			Banking and finance pathway
11		Money, Banking, and the Financial system	15			Banking and finance pathway
11		Marketing of Sustainable Luxury				Luxury Branding Pathway
11		Luxury Brands Management				Luxury Branding Pathway
11	BUSN11131	<u>Logistics Management</u>	15			Logistics pathway
11	BUSN11132	<u>Supply Chain Management</u>	15			Logistics pathway
11		Enterprise & Entrepreneurship				Enterprise Pathway
11		Idea, Innovation and Creation				Enterprise Pathway
11		Ethical Leadership Responsible Organisations				Leadership Pathway
		Theories of Leadership				Leadership Pathway
		Risk Analysis and Decision Making				Risk Pathway
		Risk Management and Systems Thinking				Risk Pathway
		Contemporary Management Challenges				MBA
		<u>Strategic Business Project</u>	60			Either this or DPP

		<u>Developing Professional Practice</u>	60				Either this or SBP
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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.

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