Programme Specification Document

Approved, 2022.02

Overview

Programme Code	36683
Programme Title	Master of Business Administration
Awarding Institution	Liverpool John Moores University
Programme Type	Masters
Programme Leader	
Link Tutor(s)	Merdzana Obralic Cibiz

Partner Name	Partnership Type
Unicaf	Validated

Awards

Award Type	Award Description	Award Learning Outcomes
Alternative Exit	Postgraduate Certificate - PC	Apply knowledge and understanding to complex issues, both systematically and creatively, so theory is utilised and applied to practice from a critical and informed perspective, thus enhancing organisational effectiveness and competitiveness. Synthesise and utilise knowledge of the different functional areas of business, academic literature, theory and understanding of organisation context, both strategically and operationally, to make integrative links to deliver business impact. Apply systemic thinking principles to aid strategic thinking and planning, connecting ideas and practices to solve complex problems and enhance decision making across functional boundaries Identify appropriate leadership style(s) for different situations, apply engagement and motivation strategies to manage people, activities and operations and engage effectively with stakeholders. Synthesise new learning with existing experience to improve professional practices by increasing self-awareness though ongoing critical reflection taking responsibility for continuing to develop knowledge, skills and emotional intelligence. Engage in responsible leadership practices and behave with integrity. This includes an appreciation of diversity, an openness to utilising the strengths and contributions of all colleagues, a recognition of the importance of active listening, seeking feedback and the humility to learn from others. Develop confidence and expertise to articulate opinions, synthesising and clarifying complex ideas and arguments in both oral and written communication, enhancing ability to persuade and influence all stakeholders to create business impact. Make a professional and informed contribution to the development of practice in an organisation by engaging as a scholarly practitioner; questioning established practice, critiquing and interrogating academic literature and making judgements about relevance and applicability to context.
Target Award	Master of Business Administration - MBA	See Learning Outcomes Below

Alternative Exit	Postgraduate Diploma - PD	Apply knowledge and understanding to complex issues, both systematically and creatively, so theory is utilised and applied to practice from a critical and informed perspective, thus enhancing organisational effectiveness and competitiveness. Synthesise and utilise knowledge of the different functional areas of business, academic literature, theory and understanding of organisation context, both strategically and operationally, to make integrative links to deliver business impact. Apply systemic thinking principles to aid strategic thinking and planning, connecting ideas and practices to solve complex problems and enhance decision making across functional boundaries. Critically appraise the global, macro-economic and political environment to evaluate appropriate strategic directions, choices, options across different functional areas. Have a basic understanding of financial management principles with the ability to interpret and critically appraise organisation financial information and utilise for strategy formation. Critically evaluate and apply knowledge of financial management to appraise and manage organisational risk and support organisational governance and decision making Apply critical insights from business practice and academic theories and frameworks including trends, challenges and enablers to translate strategy into operational practice. Critically evaluate and utilise appropriate methods and tools to deliver strategic aims or goals as practical deliverable outcomes for organisational growth and impact. Utilise awareness of theories and best practice to develop leadership strategies which create optimal conditions for innovation including the confidence to manage transformation processes, take calculated risks, manage uncertainty and learn from failure. Critically appraise, leverage and exploit digital technologies, data and disruptive practices to support organisational transformation ensuring sustainability and competitiveness. Exploit opportunities for networking to facilitate horizon scanning in order to identify and analyse business opportunities for new venture creation. Critically evaluate and utilise theories in approaches to practitioner research within the organisation to enable new insights and opportunities to solve complex problems and facilitate change. Identify appropriate leadership style(s) for different situations, apply engagement and motivation strategies to manage people, activities and operations and engage effectively with stakeholders. Synthesise new learning with existing experience to improve professional practices by increasing self-awareness though ongoing critical reflection taking responsibility for continuing to develop knowledge, skills and emotional intelligence. Engage in responsible leadership practices and behave with integrity. This includes an appreciation of diversity, an openness to utilising the strengths and contributions of all colleagues, a recognition of the importance of active listening, seeking feedback and the humility to learn from others. Develop confidence and expertise to articulate opinions, synthesising and clarifying complex ideas and arguments in both oral and written communication, enhancing ability to persuade and influence all stakeholders to create business impact. Make a professional and informed contribution to the development of practice in an organisation by engaging as a scholarly practitioner; questioning established practice, critiquing and interrogating academic literature and making judgements about relevance and applicability to context.

Alternate Award Names	

External Benchmarks

Subject Benchmark Statement	PGT-Business and Management (2015)

Programme Offering(s)

Mode of Study, Mode of Delivery	Intake Month	Teaching Institution	Programme Length
Part-Time, Face to Face	April	Unicaf	5 Years
Part-Time, Face to Face	August	Unicaf	5 Years
Part-Time, Face to Face	December	Unicaf	5 Years
Part-Time, Face to Face	February	Unicaf	5 Years
Part-Time, Face to Face	January	Unicaf	5 Years
Part-Time, Face to Face	July	Unicaf	5 Years
Part-Time, Face to Face	June	Unicaf	5 Years
Part-Time, Face to Face	March	Unicaf	5 Years
Part-Time, Face to Face	May	Unicaf	5 Years
Part-Time, Face to Face	November	Unicaf	5 Years
Part-Time, Face to Face	October	Unicaf	5 Years
Part-Time, Face to Face	September	Unicaf	5 Years

Aims and Outcomes

Educational Aims of the Programme

1. Apply a scholarly approach and up to date business knowledge to operate as a versatile, confident and effective leader in a complex, dynamic working environment. 2. Critically appraise complex problems and situations across functional boundaries in order to develop holistic, integrated strategic responses to organisational and management issues. 3. Prosper as a critical independent learner able to apply and practice principles of reflection and continuous development to positively impact individual and collective performance within the organisation. 4. Synthesise new learning with existing experience to make a positive impact on current context from the start of the MBA programme. 5. Develop knowledge and understanding of current and pervasive issues in business and management to enrich own professional practice, enhance career development prospects and facilitate personal and professional development. 6. Identify, analyse and capitalise on opportunities for transformation and venture creation within the organisation 7. Understand, critically appraise and conduct research providing analysis and synthesising data and information to make sounds judgements and recommendations. 8. Engage in responsible leadership practices, appreciating diversity and behaving with integrity.

Learning Outcomes

Code	Description
PLO1	Apply knowledge and understanding to complex issues, both systematically and creatively, so theory is utilised and applied to practice from a critical and informed perspective, thus enhancing organisational effectiveness and competitiveness.
PLO2	Critically appraise, leverage and exploit digital technologies, data and disruptive practices to support organisational transformation ensuring sustainability and competitiveness.
PLO3	Exploit opportunities for networking to facilitate horizon scanning in order to identify and analyse business opportunities for new venture creation
PLO4	Critically evaluate and utilise theories in approaches to practitioner research within the organisation to enable new insights and opportunities to solve complex problems and facilitate change.
PLO5	Progress leadership and management thinking by negotiating and gaining stakeholder engagement in order to undertake a significant research project which utilises academic research philosophies and strategies to challenge established practices and facilitate organisational growth.
PLO6	Use relevant research methods to critically appraise an issue, optimise the synthesis of complex data, both systematically and innovatively, to develop practical solutions and evaluate outcomes.
PLO7	Identify appropriate leadership style(s) for different situations, apply engagement and motivation strategies to manage people, activities and operations and engage effectively with stakeholders
PLO8	Synthesise new learning with existing experience to improve professional practices by increasing self-awareness though ongoing critical reflection taking responsibility for continuing to develop knowledge, skills and emotional intelligence.
PLO9	Engage in responsible leadership practices and behave with integrity. This includes an appreciation of diversity, an openness to utilising the strengths and contributions of all colleagues, a recognition of the importance of active listening, seeking feedback and the humility to learn from others.
PLO10	Develop confidence and expertise to articulate opinions, synthesising and clarifying complex ideas and arguments in both oral and written communication, enhancing ability to persuade and influence all stakeholders to create business impact.

Code	Description
PLO11	Make a professional and informed contribution to the development of practice in an organisation by engaging as a scholarly practitioner; questioning established practice, critiquing and interrogating academic literature and making judgements about relevance and applicability to context.
PLO12	Synthesise and utilise knowledge of the different functional areas of business, academic literature, theory and understanding of organisation context, both strategically and operationally, to make integrative links to deliver business impact.
PLO13	Investigate an issue of strategic importance through in depth research and application of appropriate methodology to provide insight/contribution to business/organisational practice.
PLO14	Apply systemic thinking principles to aid strategic thinking and planning, connecting ideas and practices to solve complex problems and enhance decision making across functional boundaries.
PLO15	Critically appraise the global, macro-economic and political environment to evaluate appropriate strategic directions, choices, options across different functional areas
PLO16	Have a basic understanding of financial management principles with the ability to interpret and critically appraise organisation financial information and utilise for strategy formation.
PLO17	Critically evaluate and apply knowledge of financial management to appraise and manage organisational risk and support organisational governance and decision making.
PLO18	Apply critical insights from business practice and academic theories and frameworks including trends, challenges and enablers to translate strategy into operational practice.
PLO19	Critically evaluate and utilise appropriate methods and tools to deliver strategic aims or goals as practical deliverable outcomes for organisational growth and impact.
PLO20	Utilise awareness of theories and best practice to develop leadership strategies which create optimal conditions for innovation including the confidence to manage transformation processes, take calculated risks, manage uncertainty and learn from failure.

Programme Structure

Programme Structure Description

There is one programme award: Master in Business Administration. This is offered part time for international students on the Unicaf programme. Students studying part time will be able to complete the MBA between 2-5 years. Students must take the following modules: 7511UNIMBA - Leadership and Scholarly Business Practice (30 credits) 7502UNIMBA - Exploring Strategy for Organisations (30 credits) 7503UNIMBA - Operationalising the Strategy (30 credits) 7514UNIMBA - Transforming Organisations and Business Research (30 credits) 7506UNIMBA - Consultancy Business Project (60 credits) The alternative exit award of PG Certificate in Business Administration is achieved on completion of 60 credits: 7511UNIMBA - Leadership and Scholarly Business Practice (30 credits) 7502UNIMBA - Exploring Strategy for Organisations (30 credits) The alternative exit award of PG Diploma in Business Administration is achieved on completion of 120 credits. 7511UNIMBA - Leadership and Scholarly Business Practice (30 credits) 7502UNIMBA - Exploring Strategy for Organisations (30 credits) 7503UNIMBA - Operationalising the Strategy (30 credits) 7514UNIMBA - Transforming Organisations and Business Research (30 credits) Additional rules apply: 7514UNIMBA is a prerequisite for 7506UNIMBA Students will register for one new module at a time and must complete the programme within 5 years.

Programme Structure - 180 credit points	
Level 7 - 180 credit points	
Level 7 Core - 180 credit points	CORE
[MODULE] 7502UNIMBA Exploring Strategy for Organisations Approved 2022.01 - 30 credit points	
[MODULE] 7503UNIMBA Operationalising the strategy Approved 2022.01 - 30 credit points	
[MODULE] 7506UNIMBA Consultancy Business Project Approved 2022.01 - 60 credit points	
[MODULE] 7511UNIMBA Leadership and Scholarly Business Practice Approved 2022.01 - 30 credit points	
[MODULE] 7514UNIMBA Transforming Organisations and Business Research Approved 2022.01 - 30 credit points	
Level 7 Optional - No credit points	OPTIONAL

Module specifications may be accessed at https://proformas.ljmu.ac.uk/Default.aspx

Approved variance from Academic Framework Regulations

Variance
Students will be eligible for a Final Module Attempt (FMA) once they have failed the first and referral attempt of a module. Students will not have to wait until all the assessment opportunities from the taught element of the programme have been exhausted. (approved 03/11/2022)

Teaching, Learning and Assessment

Unicaf's VLE (Moodle) will be utilised to allow teaching and additional supporting materials to be readily available and provide a means for participants to maintain contact. A strong emphasis is placed on recognising that the workplace is an important place to learn, learners will integrate key concepts and theories, assessing the impact of these on their own working environment and reporting back on their findings. In addition, the teaching approach will utilise an online learning environment, as well as technology, when appropriate, to maximise learning opportunities. The online learning environment ensures learning and development through facilitation suited to the executive education experience. An important element of the programme is the opportunity it provides for participants to apply their learning to organisational situations. The fact that learning is applied, rather than being purely theoretical, is of crucial importance to students, since their roles empower them to make a contribution to, and impact on, their organisation. This approach is supported by the sharing of understanding which draws on the group experience. The importance of peer learning, essential for professional and experienced management practitioners, is also developed through the use of action learning sets as a supportive and collaborative approach enabling issues and challenges from the workplace to be discussed and peer reviewed by colleagues on the course. This approach also provides a forum for students to bring ideas, thoughts, issues and actionable remedies to the fore. One of the key intellectual skills necessary for success on the MBA programme is the development of a critical approach. This is encouraged and developed from the first module Leadership and Scholarly Business Practice (7511UNIMBA) and is reoccurring theme throughout the MBA and a requirement of all assessed work. Acknowledging that some of our students will be returning to study after a gap or may come to the programme with significant professional experience but without a previous academic background the first module Leadership and Scholarly Business Practice (7511UNIMBA) will focus on developing masters level study skills, this will be supplemented with specially developed learning resources for MBA level study and will continue throughout the programme with further study skills support provided through tutor direction and supported by the University-wide resources. Another key element of the MBA is the importance given to reflective practice and this is encouraged and supported throughout the programme and forms part of each written assignment. This skill development continues through the programme, preparing students for their final Consultancy Business Project (7506UNIMBA). Online sessions are devised as an interactive, student-centred experience. Participants will be expected to undertake work on their own and, given the applied approach to assessment, this will demand a degree of self-management and resilience to manage a full time senior leader work role with part-time study. Other skills will be embedded in specific modules. The core management competences of allocating priorities and time management are supported by clear submission deadlines, with protocols for extenuating circumstances. Transferable skills will be crucial in providing students with the increased confidence and ability to solve business problems within their organisation. The culmination of transferable skills, including reflexive learning will be the demonstrated in the MBA dissertation which is known as the Consultancy Business Project. Thought leadership will also be employed on the programme, fostering intellectual skills and addressing the ever-changing nature of leadership and management in the real world. Assessment The assessment methodology includes written assignments and presentations which require participants to relate their learning to an organisational setting. It is expected

Opportunities for work related learning

The programme conforms to the QAA requirements for "a career development programme for those who have significant ... and relevant work experience on which the learning process should build". The programme's approach to how managers and leaders learn applies proven management and leadership development approaches. At the centre of the programme's philosophy is the notion that we learn best from experience, so action learning, skilled facilitation and peer support are a key part of the programme. This approach also builds strong peer learning groups where managers learn from each other. That is because the programme sees management and leadership development as a social and collaborative process. It also means that the programme takes learning from the workplace seriously. Consequently, all students will bring expertise from their own area of practice which they can share and develop further through exposure to new learning, sharing of good practice and the opportunity to reflect and improve their performance.

Entry Requirements

Type	Description

Alternative qualifications considered	All candidates must be able to demonstrate an ability to benefit from and contribute to the programme. QAA describes the experience requirement for admission to a MBA as "significant post-graduation and relevant ... experience on which the learning process should build". QAA envisages this experience as "at least 2 years with the typical entrant having substantially more than this". Given the nature of learning and the assessment of learning, participants would normally be in a position where they undertake important management decisions, or have been in such a position in a way that supports their learning and assessment. Admission, therefore, to the programme will require a mix of experience, academic development and intellectual aptitude. Students who have equivalent qualifications at level 7 may be able to enter this programme at different points e.g. 60 credits (or equivalent) to top up to PG Diploma/MBA and 120 credits (or equivalent) to top up to MBA.
Other international requirements	International students must have a UK (Hons) BA with 2:2 or international equivalent qualifications plus at least 2 years managerial experience. Students holding lower qualifications will be considered on a nonstandard basis where significant management experience (>2 years) is demonstrated. This will normally be achieved by taking up employment references. Where English is not the candidate's first language, or their first degree was not taught and assessed wholly in English, an IELTS score of 6.0 must be achieved, with no individual score of less than 5.5, or international equivalent or a score of 6.0 (with no individual score less than 5.5) on the Unicaf English Placement Test (EPT). The programme complies fully with the requirements of the Equality Act 2010.