Programme Specification Document

Approved, 2023.02

Overview

Programme Code	36701
Programme Title	Business Administration
Awarding Institution	Liverpool John Moores University
Programme Type	Masters
Language of Programme	All LJMU programmes are delivered and assessed in English
Programme Leader	Lisa Knight Victoria McCall
Link Tutor(s)	

Awards

Award Type	Award Description	Award Learning Outcomes
Target Award	Postgraduate Diploma - PD	See Learning Outcomes Below
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.

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 a critical 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
Full-Time, Face to Face	January	LJMU Taught	2 Years
Full-Time, Face to Face	September	LJMU Taught	2 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 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	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.
PLO3	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.
PLO4	Critically appraise the global, macro-economic and political environment to evaluate appropriate strategic directions, choices, options across different functional areas.

Code	Description
PLO5	Have a basic understanding of financial management principles with the ability to interpret and critically appraise organisation financial information and utilise for strategy formation.
PLO6	Critically evaluate and apply knowledge of financial management to appraise and manage organisational risk and support organisational governance and decision making.
PLO7	Apply critical insights from business practice and academic theories and frameworks including trends, challenges and enablers to translate strategy into operational practice.
PLO8	Critically evaluate and utilise appropriate methods and tools to deliver strategic aims or goals as practical deliverable outcomes for organisational growth and impact.
PLO9	Utilise a critical 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
PLO10	Critically appraise, leverage and exploit digital technologies, data and disruptive practices to support organisational transformation ensuring sustainability and competitiveness.
PLO11	Exploit opportunities for networking to facilitate horizon scanning in order to identify and analyse business opportunities for new venture creation.
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	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.
PLO14	Identify appropriate leadership style(s) for different situations, apply engagement and motivation strategies to manage people, activities and operations and engage effectively with stakeholders.
PLO15	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.
PLO16	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.
PLO17	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.
PLO18	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.
PLO19	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.
PLO20	Identify appropriate leadership style(s) for different situations, apply engagement and motivation strategies to manage people, activities and operations and engage effectively with stakeholders.

Code	Description
PLO21	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.
PLO22	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.
PLO23	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.
PLO24	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.
PLO25	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.

Programme Structure

Programme Structure Description

The Pg Diploma programme will run alongside Senior leadership apprenticeship. The taught stage (120 credits) takes four semesters. The alternative exit award of PG Certificate in Business Administration is awarded on completion of 60 taught credits from any combination of the following taught modules:7100LODMBA Scholarly Business Practice (10 credits),7101LODMBA Leadership, Engagement and Development (20 credits),7102LODMBA Exploring Strategy in Organisations (30 credits),7103LODMBA Operationalising Strategy in Organisations (30 credits),7104LODMBA Transforming Organisations (20 credits),7105LODMBA Applied Business Research (10 credits).

Programme Structure - 120 credit points	
Level 7 - 120 credit points	
Level 7 Core - 120 credit points	CORE
[MODULE] 7100LODMBA Scholarly Business Practice Approved 2022.02 - 10 credit points	
[MODULE] 7101LODMBA Leadership, Engagement and Development Approved 2022.01 - 20 credit points	
[MODULE] 7102LODMBA Exploring Strategy for Organisations Approved 2022.02 - 30 credit points	
[MODULE] 7103LODMBA Operationalising the strategy Approved 2022.02 - 30 credit points	
[MODULE] 7104LODMBA Transforming Organisations Approved 2022.01 - 20 credit points	
[MODULE] 7105LODMBA Applied Business Research Approved 2022.02 - 10 credit points	

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

Teaching, Learning and Assessment

Modules will normally be delivered in block release format i.e. three full days per 10 credit module, however, days will be broken down into 2-3 hour sessions. The University's VLE (Canvas) will be utilised to allow teaching and additional supporting materials to be readily available off-site 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 a 'flipped learning environment' as well as technology, when appropriate, to maximise learning opportunities. The flipped learning environment allows for the face to face teaching experiences to probe 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 programme is the development of a critical approach. This is encouraged and developed from the first module Scholarly Business Practice (7100LODMBA) and is reoccurring theme throughout the programme 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 Scholarly Business Practice (7100LODMBA) will focus on developing masters level study skills, this will be supplemented with specially developed learning resources for the 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 is the importance given to reflective practice and this is encouraged and supported throughout the programme and forms part of each written assignment. One of the first modules Leadership, Engagement and Development (7101LODMBA) specifically addresses good practice around critical reflection and the synthesis of new knowledge with existing practice. This skill development continues through the programme, with the final taught module Applied Business Research (7105LODMBA). Classroom sessions are devised as an interactive, student-centred experience with group activities playing a large part in the learning 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. Where specific software packages are used, there is an expectation that these will form part of the assessment submission, whilst 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.

Opportunities for work related learning

As this programme is for students studying the Degree Apprenticeship Level 7 standards they will be sponsored by their employers onto the MBA and will be in work and studying part time. 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". Manager and leader development is a shared responsibility, and the ethos of this programme is that it is best developed in partnership between the School of Leadership and Organisational Development, together with the organisation and the delegates for whom it is intended. 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	Students enrolled on the Senior Leadership Apprenticeship programme code 36698 only can be enrolled onto this programme. Admission to the programme is conditional on the applicant meeting the Level 7 Degree Apprenticeship GCSE Maths and English (or equivalent) requirements.
Other international requirements	Applications where an interview is not possible will need to provide additional evidence of experience and aptitude to study. This will normally be achieved by taking up employment references and a score in the recognised international admissions test for management programmes, GMAT. 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 6.5 must be achieved, with no individual score of less than 6. The programme complies fully with the requirements of the Equality Act 2010.

Extra Entry Requirements