

KEY PROGRAMME INFORMATION

Originating institution(s) Bournemouth University	Faculty responsible for the programme Bournemouth University Business School
Final award(s), title(s) and credits Master of Business Administration 180 Credits (90 ECTS)	
Intermediate award(s), title(s) and credits PGCert in Business Administration 60 Credits (30 ECTS) PGDip in Business Administration 120 Credits (60 ECTS)	
UCAS Programme Code(s) (where applicable and if known) Click here to enter text.	HECoS Code and percentage split per programme/pathway 100079
External reference points The UK Quality Code for Higher Education (May 2018); Framework for Higher Qualifications (Nov 2014); Business and Management QAA subject benchmarks covered within the framework and/or QAA FD benchmark (Feb 2015); AACSB International, Business Standard (2013-2018) ; Chartered Management Institute, level 7 Diploma in Strategic Management and Leadership (Dec 2013).	
Professional, Statutory and Regulatory Body (PSRB) links AACSB International Chartered Management Institute (CMI)	
Places of delivery Bournemouth University	
Mode(s) of delivery Full Time; Full Time Sandwich (with Placement)	Language of delivery English
Typical duration 12 months full time 24 months full time sandwich	
Date of first intake September 2019	Expected start dates September
Maximum student numbers N/A	Placements Industry Placement (optional 30 week non-credit bearing placement)
Partner(s)	Partnership model

Programme Specification – Section 1

Not applicable	Not applicable
Date of this Programme Specification January 2024	
Version number 1.3-0924	
Approval, review or modification reference numbers E20181928 EC1920 06, FM1920 05 approved 22/08/2019, previously v1.0 EC2021 01, FM2021 04 approved 04/11/2020 and 10/03/2021, previously v1.1 EC2122 02, approved 12/10/2021 EC 2122 55, approved 07/07/2022 EC2324 01, approved 05/09/2023 BUBS2324 11, approved 23/01/2024, previously v1.2	
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Programme Specification – Section 1

Programme Award and Title: Masters in Business Administration (MBA)									
Level 7 Students are required to complete 6 core units and choose 1 option unit									
Unit Name	Core/ Option Core	No of credits	Assessment Element Weightings ¹			Expected contact hours per unit	Unit versio n no.	HECoS code(s)	
			Exam 1	Cwk 1 (%)	Cwk 2 (%)			HECoS code and %	HECoS code and %
Leading and Managing Change	Core	20		100		40	V1.0	100088 (10%)	
Organisational Environment and Sustainability	Core	20		100		40	V1.0	100088	
Strategic Management (SLA/MBA)	Core	20		100		40	V1.0	100810 (75%)	100107 (25%)
Financial Decision Making	Core	20		100		40	V1.0	100107 (100%)	
Managing Organisational and Individual Performance	Core	20		60	40	40	V1.0	100604 (60%)	100085 (40%)
Shaping the Future of Work	Core	20		50	50	40	V1.0	100089 (60%)	100359 (40%)
Entrepreneurship, Innovation and Design	Option	20		100		40	V1.0	101221 (100%)	
Projects in Society	Option	20		100		40	V1.0	100812 (100%)	
Global Innovation Management	Option	20		100		40	V1.0	100089 (100%)	
International Taxation	Option	20		25	75	40	V1.0	100831 (100%)	
SME and Entrepreneurial Finance	Option	20		40	60	40	V1.0	100107 (50%)	100802 (50%)
Digital Marketing	Option	20		40	60	40	V1.0	100075 (100%)	
Progression requirements: A minimum of 80 credits is necessary to progress to the Project Unit. Students will normally have completed 180 credits before proceeding to placement, but this requirement may be relaxed in the case of a student who needs to resit assessment(s). In such cases, decisions will be made on an individual basis and in the best interests of the student.									
Exit qualification: PGCert Business Administration requires 60 credits (30 ECTS) PGDip Business Administration requires 120 credits (60 ECTS)									

Placement: The 30-week placement is optional for students. The placement is not credit bearing and is assessed on a pass/fail basis (i.e. satisfactory completion of 30 weeks). The placement will appear on the student's degree transcript. Students are required to find their own placements (support from the placement team is provided). Students must comply with any visa requirements.

Placement	Option			Pass/ Fail		5	v1.3	101276 (100%)	
Project (MBA)	Core	40		100		40	V1.0	100078 (100%)	

Exit Qualification: Master in Business Administration requires 180 credits (90 ECTS)

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AIMS OF THE PROGRAMME

The MBA programme is one of Bournemouth University (BU) flagship courses designed for preparing individuals for global careers in business leadership and strategic management. Organisations continue to deal with unprecedented change in part due to technological developments which are impacting the way we work across the world. But there is also a societal call for greater inclusivity and responsibility which includes the management and practices of organisations. These challenges mean that there is a greater need for Business Schools to develop students who can manage change, but also have the softer skills such as emotional intelligence to provide more responsible forms of management. This is particularly true for a generalist degree such as the MBA that attracts future business leaders and entrepreneurs.

The BU MBA programme has been designed by taking a novel 'bottom up' approach that starts by looking at how theory is applied in practice within a business. A series of units have been designed that combine subject disciplines that would more traditionally be taught separately with the aim of providing an integrated and rigorous business programme. The programme develops a holistic understanding of relationships between business disciplines thereby increasing management effectiveness. Such cohesion allows students an opportunity to explore, critically evaluate and design viable solutions to address complex organisation problems and help facilitate the conjunction required to successfully navigate organisational change whilst sustaining a responsible and inclusive approach.

The programme aim, in line with QAA objectives (QAA 2015) is to develop critically informed, agile and resourceful graduates who:

1. Can demonstrate a broad appreciation and critical understanding of the principles, concepts and interrelatedness of management disciplines;
2. Integrate functional knowledge and adopt an analytical and creative approach to successfully managing and leading individuals and/or teams to achieve organisational goals;
3. adopt a responsible and inclusive approach towards the creation of sustainable value for business and society;
4. are able to develop well-argued recommendations integrating appropriate theoretical and conceptual frameworks to address complex organisational and managerial issues.
5. can demonstrate the ability, knowledge, skills and self-awareness to be future leaders in an increasingly global and volatile environment;
6. master practical research and consultancy skills based upon a critical appreciation of relevant research methods and analytical techniques;
7. communicate ideas effectively using the most appropriate media whilst demonstrating a capacity for logical and coherent thinking;
8. have a commitment to independent and active life-long learning for personal and professional development.

The programme is intended for those students with prior work experience who have recognised the potential benefits to their career and organisation that a broad based, more nuanced understanding of business practices would provide. In addition the programme aims to meet the requirements of industry who expect post graduate students to have a variety of soft skills such as leadership, emotional intelligence and team working in addition to a strong overview of business practices.

Key Features and Unique Selling Points

1. The programme is underpinned with sustainable, inclusive and responsible approach to business, leadership and management in line with internal BU2025 goals, UN Sustainable Development Goals, PRME Principles and AACSB Standards for Business Accreditation.

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2. The programme provides a contemporary and relevant curriculum, highlighting the future of work alongside recent theoretical underpinning.
3. The programme links core elements of business practice together demonstrating the close interrelationships that exist between business functions.
4. The programme fuses education, professional practice and research together in line with the University's agenda of Fusion.
5. Students have the opportunity to undertake a 30-week work placement (non-credit bearing) thus allowing them the chance to work in a different country or business sector.
6. The programme provides students with the opportunity to become reflective ethical leaders who have a clear sense of their own strengths and areas for development.
7. The programme provides students with experience of dealing with challenging ambiguous situations to equip them for the continuous organisational change which is likely to be a facet of their future working life.

ALIGNMENT WITH THE UNIVERSITY'S STRATEGIC PLAN

BU's mission and strategic priorities

Bournemouth University's mission is: "*Creating* the most stimulating, challenging, and rewarding university experience in a world-class learning community by *sharing* our unique fusion of excellent education, research and professional practice and *inspiring* our students, graduates and staff to enrich the world".

This programme aligns with BU's mission and strategic priorities (as set out in the BU2025 strategic plan) in a number of ways:

- This programme fuses relevant and contemporary curricula, with the research expertise of the teaching team, and engagement with industry practitioners (both within and beyond the university's campus) (Strategic outcomes A1; A2; B3; C1-C3; D1-D3);
- Teaching is informed by the current research interests of the teaching team (Strategic outcomes A2; B1; B2; D1; D2);
- This programme equips our students with the intellectual, practical and transferable skills for future employment (Strategic outcomes A3; B1; C1; C2; D1; D2);
- Students will have the opportunity for real-world learning through engaging with external organisations, e.g. working on contemporary cases studies or undertaking a work placement (Strategic outcomes A2; A3; D1; D2).

Other University priorities

This programme aligns with other BU priorities as follows:

- has multiple exit points, in accordance with the Academic Regulations, Policies and Procedures that govern the University's academic provision,
- assessment strategy is fully aligned with the Principles of Assessment Design Policy, 6C;
- aligns with BU's sustainability agenda by linking our curriculum to have an ethical, inclusive and responsible framework.
- aligns with BU's internationalisation agenda in the following ways:
 - it has been designed to attract overseas students, thereby aligning with the University's *Global Engagement Plan*;
 - the curriculum is international in focus and examines the relevant sectors from a global perspective.

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- Programme delivery makes full use of BU's e-learning environment through which students can remotely access programme-related materials and additional information/support. The VLE is also the portal through which coursework is submitted (via Turnitin);
- Delivery is informed by the aims of the University's Centre for Excellence in Learning (CEL) which is to inspire improvements and innovation in learning and teaching practice. In particular, the (re)validation of this programme has been informed by the University's policy on Technology Enhanced Learning (TEL) which emphasises co-creation, flipped learning, blended learning, student engagement and feedback including feedforward.
- Finally, the curriculum incorporates opportunities for co-creation involving staff and students. For example, students can attend professional meetings and conferences organised by the Business School (or one of its departments) as an opportunity for networking and knowledge exchange. Students also have the opportunity to work with staff on their research and in some cases to publish together as well.

MBA Programme Alignment with BU2025

- A clear emphasis on the fusing of education, research and professional practice. All units include opportunities to engage with industry and many use a case study approach (thus fusing research and professional practice within an educational setting).
- The programme links with BU's commitment to sustainability and values of inclusivity offers student's multiple opportunities to consider an organisation's approach as well as their own personal approach to sustainable goals and inclusivity for all.
- The programme links to the BU value of responsibility by offering student's the opportunity to reflect on the impact of their actions throughout the MBA and consider the contribution that they have made to developing themselves, BU and the local community.
- All five BU themes are integrated within the MBA programme e.g. Business and Economic Sustainability is developed in the Leading and managing change in socially responsible organisations and Developing Sustainable Strategies units. Digital and Technological Futures is developed in the Managing Organisational and Individual Performance and the Future of Work units.

LEARNING HOURS AND ASSESSMENT

Bournemouth University taught programmes are composed of units of study, which are assigned a credit value indicating the amount of learning undertaken. The minimum credit value of a unit is normally 20 credits, above which credit values normally increase at 20-point intervals. 20 credits is the equivalent of 200 study hours required of the student, including lectures, seminars, assessment and independent study. 20 University credits are equivalent to 10 European Credit Transfer System (ECTS) credits.

The assessment workload for a unit should consider the total time devoted to study, including the assessment workload (i.e. formative and summative assessment) and the taught elements and independent study workload (i.e. lectures, seminars, preparatory work, practical activities, reading, critical reflection).

Assessment per 20 credit unit should normally consist of 3,000 words or equivalent. Dissertations and Level 6 and 7 Final Projects are distinct from other assessment types. The word count for these assignments is 5,000 words per 20 credits, recognising that undertaking an in-depth piece of original research as the capstone to a degree is pedagogically sound.

MBA Programme

The MBA Programme includes two 40 credit units which were designed to show the close connections in the workplace between business subjects e.g. strategy has close links to finance and both have close links to how marketing plans are implemented within an organization. Leadership and managing change is closely related and given increasing demands at a societal level for sustainable, responsible and inclusive considerations, leaders are also expected to include these elements when managing change programmes and within their day to day management.

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There will be a range of different assessment methods throughout the MBA programme including individual and group work, presentations, case studies, posters, reflective accounts and reports.

There are formative assessments on every unit which are linked to the overall unit strategy. These reflect the diversity of assessments as mentioned above and may include a presentation, quizzes, a practice case study and an individual appointment with unit tutors to discuss their work.

Special arrangements may be made for students with individual learning needs on the advice of their Additional Learning Needs tutor. These may include longer deadlines, a scribe for exams and in some rare cases a change in assessment.

STAFF DELIVERING THE PROGRAMME

Students will usually be taught by a combination of senior academic staff with others who have relevant expertise including – where appropriate according to the content of the unit – academic staff, qualified professional practitioners, demonstrators/technicians and research students.

INTENDED LEARNING OUTCOMES – AND HOW THE PROGRAMME ENABLES STUDENTS TO ACHIEVE AND DEMONSTRATE THE INTENDED LEARNING OUTCOMES

<p>A: Subject knowledge and understanding</p> <p>This programme provides opportunities for students to develop and demonstrate:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the programme/level learning outcomes:</p>
<p>A1 critical knowledge and understanding of theoretical approaches and their relevance to practice in the core functional areas relating to the management of organisations, their resources, finances, operations and strategy;</p> <p>A2 in-depth knowledge of a variety of responsible practices relating to the management of self, other individuals and groups within an increasingly complex, changing and international context;</p> <p>A3 critical comprehension and responsible strategic use of business analytics and performance metrics</p> <p>A4 critical understanding and evaluation of contemporary trends and best practice in organisations</p> <p>A5 systematic understanding of business research design, evaluation and application;</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • lectures (A1-A5); • seminars (A1-A5); • workshops (A1-A5); • Lab sessions (A3); • self-managed learning (A1-A5); • independent study (A1-A5). <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • time constrained papers (A1); • business simulations (A2) • coursework reports (A1-A4); • project (A5); • case studies (A1-A4); • presentations (A1-A4);
<p>B: Intellectual skills</p> <p>This programme provides opportunities for students to develop and demonstrate:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve</p>

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	and to demonstrate the programme/level outcomes:
<p>B1 acquire, summarise and synthesise information/data from a range of appropriate sources in order to abstract meaning to share information and develop knowledge;</p> <p>B2 critical evaluation of competing organisational and managerial perspectives using appropriate concepts, theories and evidence, to develop viable, responsible, contemporary solutions;</p> <p>B3 to conduct systematic research into business and management issues to produce reasoned arguments and justifying conclusions;</p> <p>B4 critically reflect upon the relationship between the theory and practice of management as well as own managerial experiences and competencies, in order to develop as a responsible and inclusive 'reflective practitioner'.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • lectures (B1-B4); • seminars ((B1-B4); • Lab sessions (B1-B2); • workshops (B1-B4); • self-managed learning (B1-B4); • independent study (B1-B4). <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • time constrained papers (B4); • business simulations (B1-B2) • coursework reports (B1-B2, B4); • project (B3); • case studies (B1-B2, B4); • presentations (B1-B4);
<p>C: Practical skills</p> <p>This programme provides opportunities for students to develop and demonstrate:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the programme/level learning outcomes:</p>
<p>C1 techniques for the critical evaluation of financial and other business-related quantitative data;</p> <p>C2 critical analysis of the internal characteristics of an organisation in order to identify actions for improvement where appropriate;</p> <p>C3 critical analysis and evaluation of management practice from a theoretically informed perspective;</p> <p>C4 appraisal and selection of appropriate research methods in addressing organisational and management issues following ethical guidelines;</p> <p>C5 techniques to critically evaluate and assess the cross-cultural, fast moving and multidisciplinary nature of organisations;</p> <p>C6 critical appraisal and selection of appropriate tools to assess the external environment in order to understand its impact on organisations</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • lectures (C1-C6); • seminars (C1-C6); • Lab sessions (C1-C2); • workshops (C1-C6); • self-managed learning (C1-C6); • independent study (C1-C6). <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • time constrained papers (C2-C3, C5); posters or live outputs e.g. video (C2-C3, C5-6); • business simulations (C1-C3, C5-C6) • project (C4); • coursework reports (C1-C3, C5-6); • presentations (C1-C3, C5-6);

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<p>D: Transferable skills</p> <p>This programme provides opportunities for students to develop and demonstrate:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the programme/level learning outcomes:</p>
<p>D1 communication of ideas and arguments effectively in a variety of written, oral and online formats; skilful transferal and dissemination of information, ideas and concepts related to management;</p> <p>D2 efficient and effective use of IT, including the web, social media, spreadsheets, databases and word-processing;</p> <p>D3 critical analysis of a range numerical and quantitative data using appropriate techniques;</p> <p>D4 working in collaboration with others, often from diverse cultural backgrounds problem solving, decision making and planning activities;</p> <p>D5 skilfully communicate innovate ideas and best practice related to management</p> <p>D6 critical awareness of personal and professional development and reflection to become a responsible, inclusive, independent and curious life-long learner.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • lectures (D1-D6); • seminars (D1-D6); • workshops (D1-D6); • lab sessions • self-managed learning (D1-D6); • independent study (D1-D6). <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • time constrained papers (D1, D5-D6); • posters or live outputs e.g. video (D1-D5); • project (D1-D5); • coursework reports (D1-D6); • presentations (D1-D6);

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ADMISSION REGULATIONS

Please refer to the course website for further information regarding admission regulations for this programme: [Master of Business Administration | Bournemouth University](#)

ASSESSMENT REGULATIONS

The regulations for this programme are the University's Standard Postgraduate Assessment Regulations: <https://intranetsp.bournemouth.ac.uk/pandptest/6a-standard-assessment-regulations-postgraduate.pdf>

WORK BASED LEARNING (WBL) AND PLACEMENT ELEMENTS

Level 7 students can opt to do a placement. Such an offering is considered to provide competitive advantage to the programme, as in the case of non-native English students, use the placement as an opportunity to gain some experience within another country which may be beneficial in the future. Whilst other students may use the placement for career change purposes. The placement unit allows "Tier 4" students the opportunity to stay in the UK for two years.

The placement involves working in a company relevant to the student's programme for 30 weeks full-time. If students do not choose to do a placement, the programme lasts 12 months; if they elect to do a placement, the programme lasts for 24 months. "Tier 4" students are covered for a 2-year programme as far as visa regulations are concerned (at the time of the publication of this document). Students start their placement after completion of their Project.

The work placement is assessed on a pass/fail basis. The student must satisfactorily complete their placement in order for it to appear on their degree transcript. Upon completion of the placement, students write a reflective report of their placement experience and provide evidence from the company that they worked with during their period of employment.

Whilst on placement, students are supported by the placement unit leader regarding academic issues (such as queries related to the reflection and the dissertation) and by their Placement Development Advisor who monitors the quality of their placement experience.

Students who choose to do a placement are supported through a programme of seminars and workshops designed to improve their employability, with topics including: searching for a placement, writing a CV and covering letter, completing an application form, being interviewed (by phone and face-to-face), and networking. Students also receive language support in order to help them to perform well in interviews and written applications.

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Programme Skills Matrix

	Units	Programme Intended Learning Outcomes																				
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6
Level 7 Core	Leading and Managing Change	X							x		x	x		x	X	x						x
	Organisational Environment and Sustainability	X	X					X			X	X		X	X	X						
	Strategic Management (SLA/MBA)	x						x			X	X			X	x	X		x			
	Financial Decision Making	X		X			X			X	X	X			X	X	X	X				
	Managing Organisational and Individual Performance			x			x	X			x	X	x				X	X	x	X		
	Shaping the Future of Work				x					X			x		x	x	X	X				x
Option	Project (MBA)					x			x			x	x			x	x	x	x	x	x	x
	Entrepreneurship, Innovation and Design		X				x				x						x			x	X	
	Projects in Society		X				x					x					x					
	Global Innovation Management	x					x	x			x					x	x					
	International Taxation	X					x			x							x	x	x		x	
	SME and Entrepreneurial Finance	X						x	x		x						x	x	x		x	
	Digital Marketing			X			x	x				x				x	x	x				x
	A – Subject Knowledge & Understanding										C – Practical Skills											
A1 critical knowledge and understanding of theoretical approaches and their relevance to practice in the core functional areas relating to the management of organisations, their resources, finances, operations and strategy;										C1 techniques for the critical evaluation of financial and other business-related quantitative data;												
A2 in-depth knowledge of a variety of responsible practices relating to the management of self, other individuals and groups within an increasingly complex, changing and international context;										C2 critical analysis of the internal characteristics of an organisation in order to identify actions for improvement where appropriate;												
										C3 critical analysis and evaluation of management practice from a theoretically informed perspective;												

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<p>A3 critical comprehension and responsible strategic use of business analytics and performance metrics</p> <p>A4 critical understanding and evaluation of contemporary trends and best practice in organisations</p> <p>A5 systematic understanding of business research design, evaluation and application;</p>		<p>C4 appraisal and selection of appropriate research methods in addressing organisational and management issues following ethical guidelines;</p> <p>C5 techniques to critically evaluate and assess the cross-cultural, fast moving and multidisciplinary nature of organisations</p> <p>C6 critical appraisal and selection of appropriate tools to assess the external environment in order to understand its impact on organisations</p>
<p>B - Intellectual Skills</p> <p>B1 acquire, summarise and synthesise information/data from a range of appropriate sources in order to abstract meaning to share information and develop knowledge;</p> <p>B2 critical evaluation of competing organisational and managerial perspectives using appropriate concepts, theories and evidence, to develop viable, responsible, contemporary solutions;</p> <p>B3 to conduct systematic research into business and management issues to produce reasoned arguments and justifying conclusions;</p> <p>B4 critically reflect upon the relationship between the theory and practice of management as well as own managerial experiences and competencies, in order to develop as a responsible and inclusive 'reflective practitioner'.</p>		<p>D – Transferable Skills</p> <p>D1 communication of ideas and arguments effectively in a variety of written, oral and online formats; skilful transferal and dissemination of information, ideas and concepts related to management;</p> <p>D2 efficient and effective use of IT, including the web, social media, spreadsheets, databases and word-processing;</p> <p>D3 critical analysis of a range numerical and quantitative data using appropriate techniques;</p> <p>D4 working in collaboration with others, often from diverse cultural backgrounds problem solving, decision making and planning activities;</p> <p>D5 skilfully communicate innovate ideas and best practice related to management</p>

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		D6 critical awareness of personal and professional development and reflection to become a responsible, inclusive, independent and curious life-long learner.
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