Student Handbook

Full-Time
Master of Business Administration (MBA)

2015/2016
Dorota Marsh

School of Management

All course materials, including lecture notes and other additional materials related to your course and provided to you, whether electronically or in hard copy, as part of your study, are the property of (or licensed to) UCLan and MUST not be distributed, sold, published, made available to others or copied other than for your personal study use unless you have gained written permission to do so from the Dean of School. This applies to the materials in their entirety and to any part of the materials.
**UCLan Mission statement**

**WE PROMOTE ACCESS TO EXCELLENCE ENABLING YOU TO DEVELOP YOUR POTENTIAL**
We value and practise equality of opportunity, transparency and tolerance. We strive for excellence in all we do: locally regionally, nationally and internationally. We work in partnership with business, the community and other educators. We encourage and promote research innovation and creativity.

**Student Charter**
The Student Charter has been developed by the University and the Students’ Union so that students gain the maximum from their UCLan experience. It is a two-way commitment or ‘contract’ between the University and each individual student. It acts as a means of establishing in black and white what students can expect from the University and the Union in terms of support, and in return what we expect from our students. [Read the full Student Charter](#)

**Supporting Diversity at UCLan**
UCLan recognises and values individual difference and has a public duty to promote equality and remove discrimination in relation to race, gender, disability, religion or belief, sexual orientation and age. During your time at UCLan we expect you to be able to
- experience "an integrated community based on mutual respect and tolerance where all staff and students can feel safe, valued and supported."
- contribute to creating a positive environment where discriminatory practices and discrimination no longer happen.

Please review the UCLan [Equality and Diversity Policy](#) for further information.
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1. Introduction to the course

1.1 Welcome to the course

Dear Student

Welcome to the Full-Time Masters of Business Administration Programme

This is your guide to the Full-Time MBA programme at the University of Central Lancashire. We recognise that deciding to spend a year of your life investing in your personal and professional development by embarking on the MBA programme is an important commitment on your part. This guide has been designed to help you get the most from this investment. It aims to give you information on the aims and objectives of the MBA, the learning outcomes you will achieve, what you will be studying, how you will be assessed and more general information on how the MBA is managed. It also includes guidance on what we expect of you as members of the MBA and the University, and what you can expect of us as the team of staff responsible for the MBA programme.

It is part of our University's philosophy to involve students in the running of their courses as much as possible. Quite soon therefore, we shall be asking you to nominate representatives to serve on the Course Student Staff Liaison Committee (SSLC). So, perhaps at this early stage, you might like to be thinking about whether you personally would like to be a Student Representative.

We are committed to do everything we can to make your MBA studies and time with the University of Central Lancashire an enjoyable and worthwhile experience.

We offer you our best wishes for the coming months.

Dorota Marsh
Programme Director
1.2 Rationale, aims and learning outcomes of the course

The MBA offers you the opportunity to gain both the essential knowledge of business management and an in-depth understanding and insight into a range of specific managerial processes and issues. We seek to enable our graduates to gain a competitive edge in pursuing managerial and professional careers and to make an outstanding contribution to the performance of their employing organisations.

The LBS postgraduate management programmes are well established and enjoy a considerable reputation amongst employer organisations in the private, public and voluntary sectors in the UK and overseas.

Now, what can we say by way of introducing you to our MBA programme?

Firstly, it will involve you in a great deal of hard work! It will also challenge you. Some of these challenges will be very much along the lines that you might expect of a postgraduate programme. Some may be more of a surprise!

We would offer you the following as examples of the challenges you will face:

- to confront your own personal strengths and weaknesses to be prepared to share these insights with others in order for all of you to learn
- to reflect on your experience in order to develop an enhanced understanding of the principles of effective business management
- to be prepared to test out those principles in the real world of business, rather than just in the safety of the classroom
- to master increasingly sophisticated and complex techniques and skills in order to tackle real-life business problems
- to work collaboratively with others in the learning process
- to make mistakes and to learn from such mistakes
- to have fun and to help others have fun too!

These last two challenges are often the most difficult to meet head on. We believe that effective management development comes primarily from groups of individuals joining together with the common need and thirst to learn and to develop themselves.

The MBA programme offers you the opportunity to work in groups that are small enough to develop a supportive team culture but big enough to provide the necessary diversity of experience and expertise.

Working with others towards common goals will almost certainly be frustrating, annoying and, at times, painful. However, it will also be exhilarating, energising and satisfying.

1.2.2 The aims and learning outcomes
The aims and learning outcomes of the programme, together with the teaching and learning and assessment methods, are:

1.2.2.1 Aims of the programme

- to provide you with a postgraduate career development general programme in business and management that will enable you to achieve learning outcomes at a level appropriate for the award of an MBA from the University
- to provide you with the opportunity to develop your critical understanding of business and management and its constituent processes from both a theoretical and practical perspective.
- to enable you to critically review and integrate your existing work experience with your postgraduate studies within an intensive process of management development
- to provide you with a learning experience which will enable you to enhance your career potential, personal and professional effectiveness, and performance in employment in the field of business and management in a wide range of organizations.

1.2.2.2 Learning outcomes, teaching, learning and assessment methods

A. Knowledge and Understanding

A1: to communicate an understanding and critical evaluation of the body of knowledge and research relating to business and management, including strategy and international management, new business venture development, management information systems and the primary business functions
A2: to communicate a knowledge, understanding and critical evaluation of business and management research methodologies and methods

Teaching and Learning Methods

Lectures, plenary and small group discussion; case study analysis; background reading and research; guest speakers, group research tasks, dissertation

Assessment methods

Essays, reports, in-class tests, formal oral debates, individual/group research tasks, presentations, dissertation proposal and dissertation

B. Subject-specific skills

B1: to collect and analyse information in order to synthesise it into a form that enables complex business management situations to be evaluated and addressed.
B2: to understand and be able apply appropriate techniques and skills to allow detailed investigation into relevant business and management issues.
B3: to generate, evaluate and implement creative solutions in a business management context.
Teaching and Learning Methods

Lectures, exercises, plenary and small group discussion; case study and video analysis; background reading; dissertation

Assessment methods

Essays, reports, reports, in-class tests, formal oral debates, individual and group case study analyses; individual and group research tasks; group presentations, dissertation proposal and dissertation

C. Thinking Skills

C1: to engage in postgraduate level academic and applied investigations within the field of business and management
C2: to critically review your work experience to date in the light of contemporary knowledge and understanding of business and management
C3: to engage in project work at a professional level integrating prior experience and contemporary knowledge
C4: to plan, implement and report on an extended programme of individual research into a contemporary business and management issue, problem or field of study

Teaching and Learning Methods

Individual and group applied investigations; preparatory research methodology lectures and workshops, followed by the planning and implementation of an individual postgraduate level research project with tutorial support from your Dissertation supervisor.

Assessment methods

Individual and group reports; group presentations; critical review of research publications; Dissertation research proposal and Masters Dissertation

D. Other skills relevant to employability and personal development

D1: to apply key personal, social, technical and other transferable skills relevant to employment within a management context, including communication, team-working, leadership and critical and creative thinking.
D2: to be able to learn through reflection on practice and experience in order to facilitate your personal and professional development.

Teaching and Learning Methods

Lectures, plenary and small group discussions, group presentations and outdoor-based experiential activities, group investigative tasks, experiential learning, dissertation

Assessment methods

Essays, learning logs, reflective logs, reports, in-class tests, formal oral debates, individual and group reports and oral presentations, case study analyses, project plans, dissertation proposal, dissertation
1.3 Course Team
The MBA FT course is located in the Management School, within the Division of Strategy and Enterprise

<table>
<thead>
<tr>
<th>Course Leader</th>
<th>Room</th>
<th>Ext.</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorota Marsh</td>
<td>GR258</td>
<td>4728</td>
<td><a href="mailto:dmarsh@uclan.ac.uk">dmarsh@uclan.ac.uk</a></td>
</tr>
</tbody>
</table>

THE COURSE TEAM IS AS follows (TBC):

<table>
<thead>
<tr>
<th>STAFF</th>
<th>E-MAIL</th>
<th>PHONE</th>
<th>ROOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robin Carey</td>
<td><a href="mailto:RCarey@uclan.ac.uk">RCarey@uclan.ac.uk</a></td>
<td>GR334</td>
<td>4773</td>
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<tr>
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<td>GR265</td>
<td>4689</td>
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<tr>
<td>Judi Morgan</td>
<td><a href="mailto:JMorgan3@uclan.ac.uk">JMorgan3@uclan.ac.uk</a></td>
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</tr>
<tr>
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<td>GR049</td>
<td>4534</td>
</tr>
<tr>
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<td>GR056</td>
<td>4768</td>
</tr>
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<td>Emma Thirkell</td>
<td><a href="mailto:EThirkell@uclan.ac.uk">EThirkell@uclan.ac.uk</a></td>
<td>GR250</td>
<td>4772</td>
</tr>
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<td><a href="mailto:MBrown3@uclan.ac.uk">MBrown3@uclan.ac.uk</a></td>
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<tr>
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<td>GR055</td>
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</tr>
<tr>
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<td><a href="mailto:LGornall@uclan.ac.uk">LGornall@uclan.ac.uk</a></td>
<td>GR061</td>
<td>4615</td>
</tr>
<tr>
<td>Dorota Marsh</td>
<td><a href="mailto:Dmarsh@uclan.ac.uk">Dmarsh@uclan.ac.uk</a></td>
<td>GR258</td>
<td>4728</td>
</tr>
</tbody>
</table>

1.4 Academic advisor
The Academic advisor is your Programme Director Dorota Marsh who will be responsible for providing you with support and advice, to assist you in accessing other services available to students within the University, and to offer whatever help and assistance they can to make your time in the University a satisfying and stimulating experience. Your Programme Director will help you with advice about both the academic and administrative aspects of your course. This consistent source of support is an important feature of our postgraduate programmes and we would encourage you to see your Academic advisor as a friend and helper. If they can't help you personally, they will put you in touch with someone who can.
1.5 Campus Administrative Services

Campus Administrative Services provides academic administration support for students and staff and are located in Greenbank Building room GR006 and is open from 8.45am until 5.15pm Monday to Thursday and until 4.00pm on Fridays.

The hub can provide general assistance and advice regarding specific processes such as extenuating circumstances, extensions and appeals. Course specific information is also available via school blackboard sites.

The hub telephone number is 01772 891998 or 891999

The hub email contact for the Management School and Business School is
GreenbankHub@uclan.ac.uk

The Course is part of the Division of Strategy and Enterprise in the Management School. The Head of Division is:

| Louise Mc Ardle | GR261 | 4780 | Lmc-ardle@uclan.ac.uk |

1.6 Communication

The University expects you to use your UCLan email address and check regularly for messages from staff. If you send us email messages from other addresses they risk being filtered out as potential spam and discarded unread.

E-mail is the accepted means of communication with you the student generally about your course and for matters relating to you individually. This is to your Uclan e-mail address. In some circumstances telephone will be used: you should ensure that you update your mobile phone number.
In some circumstances letter will be used e.g. re-sit notices. These will be sent to your home address, unless you notify the LBS Office.

1.7 External Examiner

The University has appointed an External Examiner to your course who helps to ensure that the standards of your course are comparable to those provided at other higher education institutions in the UK. The name of this person, their position and home institution can be found below. If you wish to make contact with your External Examiner, you should do this through your Course Leader and not directly. External Examiner reports will be made available to you electronically. The School will also send a sample of student coursework to
the external examiner(s) for external moderation purposes, once it has been marked and internally moderated by the course tutors. The sample will include work awarded the highest and lowest marks and awarded marks in the middle range.

Mr Alastair Balchin
Liverpool Business School
Liverpool John Moores University

2. Structure of the course

2.1 Overall structure
The structure of your programme reflects the aims, objectives and learning outcomes. The MBA is divided into three Stages. Stage 1 is completed during Semester One which runs from September to December; Stage 2 is completed during Semester Two which runs from January to May, and Stage 3 is completed between the end of Semester Two and the end of the first week in September.

In overall terms, your programme consists of a set of modules which are taken by all students.

Within the University, modules come in different sizes, usually half (10 credits) and single (20 credits), double (40 credits) and treble modules (60 credits) are to be found. Modules are also Level-rated to reflect their academic standing. Postgraduate programmes such as the MBA consist of Level 7 modules.

Your MBA programme consists of a combination of taught modules (10 credits and 20 credits), and a treble module (60 credits) Dissertation. To gain the MBA you will have to successfully complete a total of 9 modules (180 credits).

Stage 1

Stage 1 consists of six 10 credit modules and these modules are taken by all students on the MBA programme during Semester One.

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Title</th>
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<tbody>
<tr>
<td>AC4410</td>
<td>Accounting and Finance</td>
</tr>
<tr>
<td>MD4046</td>
<td>The Reflective Manager</td>
</tr>
<tr>
<td>MD4047</td>
<td>Critical Perspectives on Management</td>
</tr>
<tr>
<td>MK4024</td>
<td>Contemporary Marketing</td>
</tr>
<tr>
<td>HR4005</td>
<td>Contemporary Human Resource Management</td>
</tr>
<tr>
<td>EC4005</td>
<td>The Economic Context of International Business</td>
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</tbody>
</table>

Stages 2 and 3

Stage 2 consists of further taught modules taken during Semester 2:

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Title</th>
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<tbody>
<tr>
<td>MG4219</td>
<td>Operations Strategy</td>
</tr>
<tr>
<td>MD4100</td>
<td>Strategy and International Management</td>
</tr>
</tbody>
</table>
Stage 3 consists of a treble-module taken during Semester 3:

MD4992 MBA Dissertation

2.2 Modules available

The following classes may be available for you:

- the Certificate or Elective modules in English as a foreign language for international students please contact Tania Horak (Thorak@uclan.ac.uk) or the School of Language, Literature and International Studies Office (Adelphi building) (Schoolofllis@uclan.ac.uk)
- ‘Free English’ classes which are run throughout the year run by the School of Language, Literature and International Studies please contact Nicola Halenko (NHalcon@uclan.ac.uk)

2.2.1 Progression

Assessment Boards are held at the end of semesters 1 and 2. The Boards are held to agree module grades and make recommendations on whether or not each student can progress through the first and second stages of the programme. Normally stages one and two cover the taught elements of the programme. Work at Stage Three would normally involve active research and, under close supervision, the production of a dissertation.

Upon completion of Stage 3, a Final Programme Assessment Board is held to consider overall student performance and to recommend awards. It is at this meeting that you will hopefully be recommended for the target masters award.

The University will post your results to you as soon as possible after the Assessment Board has confirmed them. Do not ask for results prior to the official date of publication from any member of the University staff. Please note that the University reserves the right to withhold results or delay the publication of results. The results of students who are in debt to the University will not be released until the debt has been cleared.

2.3 Study Time

2.3.1 Weekly timetable

Details of days, times and rooms are available by accessing your online timetable in the student portal.
2.3.2 Expected hours of study
The normal amount of work involved in achieving a successful outcome to your studies is to study for 10 hours per each credit you need to achieve – this includes attendance at UCLan and time spent in private study.

You are expected to undertake preparation for classes, reading and personal study for each module as well as assessment and class contact time. Your personal study, assessment, preparation, and class contact time is expected to be the equivalent of 200 hours per 20 credit module.

2.3.3 Attendance Requirements
You are required to attend all timetabled learning activities for each module. Notification of illness or exceptional requests for leave of absence must be the LBS Office by e-mail to:

GreenbankHub@uclan.ac.uk

If you are an international student from outside the EU and governed by the UK Border Agency (UKBA), Points Based System (PBS) - you MUST attend your course of study regularly; under PBS, UCLan is obliged to tell UKBA if you withdraw from a course, defer or suspend your studies, or if you fail to attend the course regularly.

If you have not gained the required authorisation for leave of absence, do not respond to communications from the University and if you are absent for four weeks or more, you may be deemed to have withdrawn from the course. If this is the case, then the date of withdrawal will be recorded as the last day of attendance.

You can monitor your attendance record on the SAM system at UCLan.

Each time you are asked to enter your details on SAM for a lecture or seminar you must remember that the University has a responsibility to keep information up to date and that you must only enter your own details on the system. To enter any other names would result in inaccurate records and be dishonest. Any student who is found to make false entries can be disciplined under the student guide to regulations.

2.4 Data Protection
All of the personal information obtained from you and other sources in connection with your studies at the University will be held securely and will be used by the University both during your course and after you leave the University for a variety of purposes. These are all explained during the enrolment process at the commencement of your studies. If you would like a more detailed explanation of the University’s policy on the use and disclosure of personal information, please contact the Information Governance Officer, Clerk to the Board Service, University of Central Lancashire, Preston, PR1 2HE or email DPFOIA@uclan.ac.uk.
3. Approaches to teaching and learning

3.1 Expertise of staff

The Course Team is well developed in terms of teaching and learning practice established over many years and builds upon the previous business and industry experience of individuals, whilst maintaining good links with commerce and the professional bodies. A number of staff are active in research.

3.2 Learning and teaching methods

Your postgraduate programme recognises the diversity of student learning needs and experiences. Teaching and learning strategies have been designed to meet these differing needs. The multiplicity of learning outcomes within the programme also requires a multiplicity of approaches.

Students are supported by the electronic Blackboard system where materials are made available to them by module to support their learning. They are expected to complete guided self-study for each module in parallel to the taught inputs and other tutor-led work.

Particular teaching and learning strategies to be adopted to achieve the specified learning outcomes are outlined in the Module Information Pack (MIP) which accompanies each module.

Teaching and learning strategies may include the following:

<table>
<thead>
<tr>
<th>i</th>
<th>Self-directed study with peer group support</th>
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<tbody>
<tr>
<td>ii</td>
<td>Lectures</td>
</tr>
<tr>
<td>iii</td>
<td>Plenary and small group work</td>
</tr>
<tr>
<td>iv</td>
<td>Individual and team presentations</td>
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<tr>
<td>v</td>
<td>Videos, computer software, CD ROM, and documentary analysis</td>
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<tr>
<td>vi</td>
<td>Learning logs</td>
</tr>
<tr>
<td>vii</td>
<td>Case study analysis</td>
</tr>
<tr>
<td>viii</td>
<td>Live organisational analysis</td>
</tr>
<tr>
<td>ix</td>
<td>Research tasks</td>
</tr>
<tr>
<td>x</td>
<td>Critical and reflective thinking</td>
</tr>
<tr>
<td>xi</td>
<td>Structured reading</td>
</tr>
<tr>
<td>xii</td>
<td>Critical discussion and evaluation</td>
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<tr>
<td>xiii</td>
<td>Informed negotiation</td>
</tr>
<tr>
<td>xiv</td>
<td>Seminar paper presentation and discussion</td>
</tr>
<tr>
<td>xv</td>
<td>Simulations</td>
</tr>
<tr>
<td>xvi</td>
<td>Visiting speakers</td>
</tr>
<tr>
<td>xvii</td>
<td>Study visits</td>
</tr>
<tr>
<td>xviii</td>
<td>Experiential learning activities</td>
</tr>
<tr>
<td>Xix</td>
<td>E-learning materials</td>
</tr>
<tr>
<td>xx</td>
<td>Dissertation research</td>
</tr>
</tbody>
</table>
The strategy adopted by each module should be viewed in the light of a number of general principles. Each module’s teaching and learning approach is designed to support and sustain:

- the acquisition, analysis and consideration of relevant concepts and theories;
- the application of such concepts and theories to personal and organisational settings;
- the analysis of live issues and problems identified by students and tutors;
- the development of sound working relationships between a diverse group of students.

The role of the tutor is very much to act as a facilitator and catalyst as much as it is to provide specific knowledge inputs. The aim is the holistic development of the student, where intellectual thought and analysis, personal confidence and competence are given expression within a stimulating ‘involved learning’ setting.

Whichever method of teaching and learning is adopted, there is one central assumption that we make in running the programme … that it is you that is the major learning resource. Our experience of working with people, such as yourself, tells us that it is your knowledge and experience, used in a supportive way, which creates significant added value to the more tutor-led inputs.

It goes without saying that for this rich and stimulating learning process to be achieved all of the members of the programme need to commit themselves to the full, and we do mean full, participation in the programme. This means more than just turning up for all scheduled sessions. It means being fully prepared, being willing and able to make your own particular contribution to the sessions, and being prepared to take on responsibility for the achievement of learning from the process of human interaction that ensues.

### 3.3 Study skills

It is expected that students will over the duration of the course both acquire new skills and enhance their existing skills. Students will learn from lecture, seminar and workshop activities and from both directed and student initiated self-study. The use of experiential learning and learner-centred activities such as presentations, the dissertation and projects, together with encouraging both self-analysis and evaluation will enable continuous personal and professional development. Students will engage in presentations on a regular basis and when possible will be offered leadership, teamwork and outdoor experiences.

In particular students are recommended to take advantage of the UCLan support services such as:

- WISER [https://portal.uclan.ac.uk/webapps/portal/frameset.jsp?tab_tab_group_id=33_1](https://portal.uclan.ac.uk/webapps/portal/frameset.jsp?tab_tab_group_id=33_1)
- LIS [https://portal.uclan.ac.uk/webapps/portal/frameset.jsp?tab_tab_group_id=25_1](https://portal.uclan.ac.uk/webapps/portal/frameset.jsp?tab_tab_group_id=25_1)

International students have access to a dedicated LBS support service for support with learning and study skills.

**International student support, LBS**
If you are a student from overseas then there is a dedicated support service for you to help you with studying modules and the assessments. The point of contact is:

| Lynne Gornall | GR057 | Ex 4615 | LGornall@uclan.ac.uk |

Other sources to support your study are available electronically in referencing using the Harvard system and in the teaching and learning support materials.

**Harvard referencing and style of writing**

It is important when writing in assessed work that you adopt the correct academic style used at the University. This may be very different from what you are used to from pre-degree study and especially if you are an international student. The following is given as a brief review of this important area. The most important point to remember is that you are expected to write in your own words, yet give reference to your source as you write within the text of your report. It is a common misunderstanding that it is all right to use your sources words so long as you give the source – no it isn’t acceptable. Generally you should not use the words of your source at all and if you do you must identify this as such by putting the words exactly as originally written and within quotation marks. These should be short and form a very minor part of the overall work that you present. You are expected to build arguments not from your opinion but from your sources, using these as evidence to build up your points and citing their work i.e. giving references to them as the original source, but using your own words.

You are required to use the Harvard system of referencing when you write. You cite the short reference within your text of author, date and page and given the full reference in a listing at the end of your work. See the Management School Referencing Guide at:

https://v3.pebblepad.co.uk/v3portfolio/uclan/Asset/View/Gm3mmGk6sM3RgHZnjGfh7mm6pM

Writing in the correct style is very important and not doing so is often the cause of plagiarism which is considered to be against the university regulations and carries severe penalties. It is thus to be avoided, see section 5.7

3.4 Learning resources

3.4.1 Learning Information Services (LIS)

Extensive resources are available to support your studies provided by LIS – library and IT staff. Take advantage of the free training sessions designed to enable you to gain all the skills you need for your research and study.
3.4.2 Electronic Resources

LIS provide access to a huge range of electronic resources – e-journals and databases, e-books, images and texts.

Module information are available on Blackboard.

Students at UCLan now have unlimited free 24/7 access to lynda.com, an online library of high-quality instructional training videos and tutorials covering a wide range of software, technology and business topics. lynda.com is designed for all levels of learners and is available whenever you’re ready to learn - you can even use it on your iPhone, iPad, Android phone or tablet, or other mobile device.

To access lynda.com:

1. Go to www.lynda.com
2. Select Login (top right-hand corner)
3. Under Log in through your organization or school enter www.uclan.ac.uk and click Go
4. Enter your UCLan username and password

3.5 Personal development planning

Employability skills and personal development is embedded in all modules on the course. However, additional resources are made available in e-Learn for students to use. These include time management, emotional intelligence, assertiveness, impression management, giving and receiving feedback etc. Students are encouraged to attend events and sessions organised by Careers, the universities career planning and employability service. There is also the opportunity for students to undertake mini-modules related to employability and career development. These do not form part of the MBA programme and are not credit bearing.

3.6 Preparing for your career

Your future is important to us, so to make sure that you achieve your full potential whilst at university and beyond, your course has been designed with employability learning integrated into it. This is not extra to your degree, but an important part of it which will help you to show future employers just how valuable your degree is. These “Employability Essentials” take you on a journey of development that will help you to write your own personal story of your time at university:

- To begin with, you will explore your identity, your likes and dislikes, the things that are important to you and what you want to get out of life.
- Later, you will investigate a range of options including jobs and work experience, postgraduate study and self-employment,
- You will then be ready to learn how to successfully tackle the recruitment process.
You will be able to record your journey using PebblePad, the university’s e-portfolio system, which will leave you with a permanent record of all the fantastic things you have achieved during your time at UCLan.

It’s your future: take charge of it!

**Careers** offers a range of support for you including:
- career and employability advice and guidance appointments
- support to find work placements, internships, voluntary opportunities, part-time employment and live projects
- workshops, seminars, modules, certificates and events to develop your skills

Daily drop in service available from 09:00-17:00 for CV checks and initial careers information. For more information come along and visit the team (in Foster building near the main entrance) or access our careers and employability resources via the Student Portal.

### 4. Student support, guidance and conduct

#### 4.1 Students are directly supported by the Programme Director Dorota Marsh.

#### 4.2 Student Support

**The ‘i’** is a central Student Information Centre and your first point of contact. You can obtain information on a wide range of topics including Council Tax Exemption Certificates, Bank and Confirmation of Study Letters, Portable Financial Credits, (continuing students only, Printing and Printer Credit, UCLan Cards, the “i” shop and UCLan Financial Support Bursary (first year students only).

#### 4.3 Students with disabilities

If you have a disability that may affect your studies, please either contact the Disability Advisory Service - disability@uclan.ac.uk - or let one of the course team know as soon as possible. With your agreement information will be passed on to the Disability Advisory Service. The University will make reasonable adjustments to accommodate your needs and to provide appropriate support for you to complete your study successfully. Where necessary, you will be asked for evidence to help identify appropriate adjustments.

**Assessment arrangements for students with a disability**

Arrangements are made for students who have a disability/learning difficulty for which valid supporting evidence can be made available. Contact the Disability Adviser for advice and information, disability@uclan.ac.uk

The Lead for disability in LBS is Penelope Marshall-Kalina pmmarshall-kalina@uclan.ac.uk

#### 4.4 Health and Safety

As a student of the University you are responsible for the safety of yourself and for that of others around you. You must understand and follow all the regulations and safety codes
necessary for a safe campus environment. Please help to keep it safe by reporting any incidents, accidents or potentially unsafe situations to a member of staff as soon as possible.

Safety assessments have been undertaken for each module of your course and you will be advised of all applicable safety codes and any specific safety issues during the induction to your course and modules. You must ensure that you understand and apply all necessary safety codes. These form an essential element of your personal development and contribute to the safety of others.

4.5 Conduct
You will be expected to abide by the Regulations for the Conduct of Students in the University. UCLan expects you to behave in a respectful manner demonstrated by using appropriate language in class, and switching mobile phones / other devices off prior to attending classes.

If your behaviour is considered to be unacceptable, any member of academic staff is able to issue an informal oral warning and the University will support staff by invoking formal procedures where necessary. You can read more about UCLan expectations in the regulations for the Conduct of Students.

4.6 Students' Union

The Students’ Union is the representative body for all UCLan students. The organisation exists separately from the University and is led by the elected officers of the Student Affairs Committee (SAC) as well as representatives on the Students’ Council. The Students’ Union building is located at the heart of the Preston campus, and is the hub for all student activities.

Representation and campaigning for students’ rights is at the core of what we do and is encompassed by our tag line of, Making Life Better for Students. Should you wish to make a change to any aspect of your student experience, whether it be academically related or not, then the Union is where your voice can be heard, actions taken, or campaigns launched.

Your Union is also the home to a fantastic range of student-led societies, sports teams and multitudes of volunteering opportunities. You can also receive help in finding part-time work, whilst you study. Not sure where to go pop into the Opportunities Centre on the ground floor of the Students’ Union building and someone will point you in the right direction.

We hope your time at University is trouble free, but should you come into difficulties around anything from academic appeals, to issues with housing, benefits or debt, then our dedicated staff team in the Advice and Representation Centre are on hand to help. As we are independently run from the university, we can offer truly impartial advice.

More information on all these things, as well as details about all our (not-for-profit) commercial services, including our student supermarket (Essentials) and student-bar (Source) can be found at http://www.uclansu.co.uk/
The Opportunities Centre is the Union’s One Stop Shop to find employment or volunteering whilst you study. With thousands of jobs and voluntary positions advertised, agency work through the Bridge and information on over 2000 volunteer positions within the Union.

5. Assessment
Please note that all modules will be assessed. You are expected to attempt all required assessments for each module for which you are registered, and to do so at the times scheduled unless authorised extensions, special arrangements for disability, or extenuating circumstances allow you to defer your assessment.

5.1 Assessment Strategy
Assessment is an important part of your development as a student both to test understanding and knowledge and as ever developing base upon which to build. The learning achieved from completing an assessment and from the feedback received, especially about how to improve are very valuable. Each learning outcome of the course has to be assessed and this is achieved in the various modules. Most modules are assesses purely by course work, but some modules have examinations at the end of semesters; some have time-constrained assessments (in class tests) debates during semester.

5.1.2 Assessment covers four areas:

5.1.2.1 Knowledge and understanding
A variety of assessments are used including essays, reports, in - class tests, formal oral debates, individual/group research tasks, presentations, dissertation proposal and dissertation.

5.1.2.2 Subject specific skills
This may take the form of essays, reports, in - class tests, oral oral debates, individual and group case study analyses; individual and group research tasks; group presentations, dissertation proposal and dissertation

5.1.2.3 Thinking skills
A variety of assessments are used including individual and group reports; group presentations; critical review of research publications; dissertation research proposal and masters dissertation.

5.1.2.4 Other skills relevant to employability and personal development
A variety of methods are used including critical essays, learning logs, reflective logs, reports, in - class tests, formal oral debates individual and group reports and oral presentations, case study analyses, project plans, dissertation proposal, dissertation.
5.2 Notification of assignments and examination arrangements

Students will be notified on Blackboard of the requirements for individual assessments and the deadlines for submission. Examination arrangements will be given on Blackboard too.

The respective module leaders will do so through the Module Information Packs and Assessment Briefs, which may be contained within the MIP or published separately. Students are advised to take note of any special or separate communication from individual module leaders as announcements by e.g. e-mail or in lectures. Assessments will always be notified in writing.

Short Tests and Examinations may be set within the semester or at the end of a semester/year and students should ensure that they are fully aware of when and where these are.

Students should take note that some pieces of work have to be submitted by or on a particular day and sometimes by a particular set time on that day e.g. 9.00 am.

Section 5.1 above has general assessment criteria and each assessment will have particular criteria specified in the assessment brief. This will be published either as part of the Module Information Pack, or as a separate assessment document.

5.3 Referencing

Students are expected to use the Harvard referencing system. See the LBS guide to standard referencing at:

https://v3.pebblepad.co.uk/v3portfolio/uclan/Asset/View/Gm3mmGk6sM3RgHZnjGfh7mm6pM

5.4 Confidential material

Students do not generally have to use confidential material but there are some situations in which they need to be cognisant of the legal and ethical requirements of protecting confidentiality e.g. when conducting research with respondents.

5.5 Dealing with difficulties in meeting assessment deadlines

Assignments must be submitted no later than the date on your assignment instructions / brief. If you anticipate that you will have difficulty in meeting assessment deadlines or you have missed or are likely to miss in-semester tests you must report this at the earliest possible opportunity to by e-mail to the Course Leader so that they are aware of your situation

Authorisation of the late submission of work requires written permission. Your School is authorised to give permission for one extension period of between 1 and 10 working days where appropriate evidence of good reason has been accepted and where
submission within this timescale would be reasonable taking into account your circumstances (Academic Regulations).

You should complete and submit an extension request form, with any supporting evidence, to your School office. Further information is available on the Student Portal at: https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances.php

We aim to let you know if the extension has been granted within 1 working day of the receipt of the request.

If you are unable to submit work within 10 working days after the submission date due to verifiable extenuating circumstances, you may submit a case for consideration in accordance with the University’s Policies and Procedures on Extenuating Circumstances (Academic Regulations and Assessment Handbook).

5.5.1 Extenuating circumstances

Some students face significant events in their personal life that occur after their course has started, which have a greater impact on their students than can be solved by the use of an extension. If this applies to you, the University is ready to support you both with regard to your course and your personal wellbeing through a process called Extenuating Circumstances (see Academic Regulations and Assessment Handbook).

Normally extenuating circumstances will relate to a change in your circumstances since you commenced your course, which have had a significant, adverse effect on your studies. Everyday occurrences such as colds or known conditions such as hay-fever will not qualify unless the effects are unusually severe and this is corroborated by a medical note. The University does not look sympathetically on absences or delays caused by holiday commitments or by work commitments in the case of full-time students. The normal work commitments of part-time students would not constitute an extenuating circumstance. A disability or learning difficulty does not constitute an extenuating circumstance (see Academic Regulations).

Further information is available on the Student Portal at: https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances.php

You can apply for extenuating circumstances online via myUCLan. You must apply no later than 3 days after any examination or assessment submission date. Do not wait until you receive your assessment results to submit a claim. It is in your own interests to submit the claim as soon as possible.

You will be expected to re-submit claims for extenuating circumstances for each semester. All evidence that is provided relating to extenuating circumstances will be treated in a sensitive and confidential manner. Supporting evidence will not be kept for longer than is necessary and will be destroyed shortly after the end of the current academic year.
Further information about the submission process is available at: https://www.uclan.ac.uk/students/study/examinations_and_awards/extenuating_circumstances_submission.php

In determining assessment recommendations, Assessment Boards will consider properly submitted claims from students who believe their performance has been adversely affected by extenuating circumstances. N.B. Assessment Boards are not permitted to alter individual assessment marks to take account of extenuating circumstances (Academic Regulations and Assessment Handbook).

5.5.2 Late submissions
If you submit work late and unauthorised, a universal penalty will be applied in relation to your work:
- If you submit work within 5 working days following the published submission date you will obtain the minimum pass mark for that element of assessment.
- Work submitted later than 5 working days after the published submission date will be awarded a mark of 0% for that element of assessment.

Unauthorised late submission at resubmission will automatically be awarded a mark of 0% for that element of assessment.

5.6 Feedback Following Assessments
UCLan is committed to giving you clear, legible and informative feedback for all your assessments (Academic Regulations). You are expected to review and reflect on your feedback and learn from each experience to improve your performance as you progress through the course.

You will be provided with generic feedback for in-module formative and summative elements of assessment which contribute to a module within 15 working days of the scheduled submission or examination date. Generic feedback on end of module assessment and dissertations will be made available within 15 days of publication of results. Feedback may be oral, written, posted on a website or other.

5.7 Cheating, plagiarism, collusion or re-presentation
You are required to sign a declaration indicating that individual work submitted for an assessment is your own.

If you attempt to influence the standard of the award you obtain through cheating, plagiarism or collusion, it will be considered as a serious academic and disciplinary offence as described within the Academic Regulations and the Assessment Handbook.

- Cheating is any deliberate attempt to deceive and covers a range of offences described in the Assessment Handbook.
- Plagiarism describes copying from the works of another person without suitably attributing the published or unpublished works of others. This means that all quotes, ideas, opinions, music and images should be acknowledged and referenced within your assignments.
- Collusion is an attempt to deceive the examiners by disguising the true authorship of an assignment by copying, or imitating in close detail another student’s work - this includes with the other student’s consent and also when 2 or more students divide the elements of an assignment amongst themselves and copy one another’s answers. It does not include the normal situation in which you learn from your peers and share
ideas, as this generates the knowledge and understanding necessary for each individual to independently undertake an assignment; nor should it be confused with group work on an assignment which is specifically authorised in the assignment brief.

- Re-presentation is an attempt to gain credit twice for the same piece of work.

Increasingly tutors are using the Turnitin software to help to detect plagiarism and sometimes allow you as students to use it, prior to submitting work.

The process of investigation and penalties which will be applied can be reviewed in the Assessment Handbook, section 5. If an allegation is found to be proven then the appropriate penalty will be implemented:

In the case of a single offence of cheating, plagiarism, collusion or re-presentation:
- the penalty will be 0% for the element of assessment, and an overall fail for the module.
- the plagiarised element of assessment must be resubmitted to the required standard and the mark for the module following resubmission will be restricted to the minimum pass mark (50% for level 7 work).
- when it is detected for the first time on a resubmission for an already failed module, no further resubmission for the module will be permitted, and the appropriate fail grade will be awarded.

In the event of a repeat offence of cheating, plagiarism, collusion or re-presentation (irrespective of whether the repeat offence involves the same form of unfair means) on the same or any other module within the course:
- the appropriate penalty will be 0% for the module with no opportunity for re-assessment. This penalty does not preclude you being able to retake the module in a subsequent year.

The penalties will apply if you transfer from one UCLan course to another during your period of study and module credits gained on the former course are transferred to the current course.

Contact the Students’ Union Advice and Representation Centre by emailing: suadvice@uclan.ac.uk for support and guidance.

### 5.8 Appeals against assessment board decisions

If you consider that you have a reason to appeal against an assessment board decision, please bear in mind that your reasons must fall within the grounds specified in the University Academic Regulations: Section I. You cannot appeal simply because you disagree with the mark given. The specified grounds for appeal are:

1. that an Assessment Board has given insufficient weight to extenuating circumstances;
2. that the student’s academic performance has been adversely affected by extenuating circumstances which the student has, for good reason, been unable to make known to the Assessment Board;
3. that there has been a material administrative error at a stage of the examining process, or that some material irregularities have occurred;
4. that the assessment procedure and/or examinations have not been conducted in accordance with the approved regulations.
If you want to appeal, then you must do so within 14 days of your results being published. The onus is on you to find out your results and submit your appeal on time. Contact the Students’ Union Advice and Representation Centre by emailing: suadvice@uclan.ac.uk for support and guidance.

Tutors will advise you of the results of each assessment within 15 working days of submission. The grades given at this time are provisional and usually subject to moderation. They need to ratified by the final Course Board in November 2016.

6. Course regulations

6.1 Course requirements
To gain the award of Masters of Business Administration you must attempt and successfully complete modules to the value of 180 credits.

You may be awarded a Postgraduate Diploma in Business Administration if you complete modules to the value of 120 credits at Level 6 or above with a minimum of 100 credits at Level 7 (excluding dissertation). If you complete modules to the value of 60 credits at Level 6 or above with a minimum of 40 credits at Level 7 (Only from taught modules) you may be awarded a Postgraduate Certificate in Business Administration.

6.2 Classification of Awards
The University publishes the principles underpinning the way in which awards and results are decided in Academic Regulations. Decisions about the overall classification of awards are made by Assessment Boards through the application of the academic and relevant course regulations.

The classification of awards is based on the Average Percentage Mark (APM) - a calculation derived from the marks achieved in specified modules. The classification of postgraduate awards is based on an APM derived from Level 7 modules only. Any Level 6 modules must be passed but will be excluded from the calculation of the APM. A Masters qualification is awarded for successful completion of the equivalent of 9 modules (180 credits), however exit awards may be awarded for the completion of less modules. These Postgraduate Awards are as follows:

<table>
<thead>
<tr>
<th>AWARD</th>
<th>APM Based on standard modules (credits shown in brackets):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate Certificate</td>
<td>3 (60) modules</td>
</tr>
<tr>
<td>Postgraduate Diploma</td>
<td>6 (120) modules</td>
</tr>
</tbody>
</table>
For the MBA the following classifications for taught Master’s degrees apply:

<table>
<thead>
<tr>
<th>APM</th>
<th>Dissertation Module</th>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% or above +</td>
<td>70 - 100%</td>
<td>Distinction</td>
</tr>
<tr>
<td>60% or above +</td>
<td>60 - 100%</td>
<td>Merit</td>
</tr>
</tbody>
</table>

7. **Student voice**

You can play an important part in the process of improving the quality of this course through the feedback you give. In addition to the on-going discussion with the course team throughout the year, there are a range of mechanisms for you to feedback about your experience of teaching and learning. We aim to respond to your feedback and let you know of our plans for improvement (for example as a result of student feedback we have removed the formal examination from our MBA 2015/2016 Programme assessment strategy).

The Students Union can support you in voicing your opinion, provide on-going advice and support, and encourage your involvement in all feedback opportunities. They will be requesting that you complete the UCLan Student Survey.

The Students’ Union and University work closely together to ensure that the student voice is heard in all matters of student-life. We encourage students to provide constructive feedback throughout their time at university, through course reps, surveys and any other appropriate means.

The Union’s Student Affairs Committee (SAC), members of Students’ Council and School Presidents each have particular representative responsibilities, and are involved with decision making committees as high as the University Board. Therefore it is very important students engage with the democratic processes of the Students’ Union and elect the students they see as most able to represent them.

As a student your feedback is essential to inform the Course Team of your views about modules, the course as a whole and the University facilities. There are opportunities to do so personally in dialogue with the module tutors and the course leader through the year and more formally through the Student Liaison Officer and Student Representatives who represent all the students at the Staff Student Liaison Committee meetings (once a semester and through the Module Evaluation Questionnaires if applicable).

7.1 **Course representatives**
A course representative is a student who represents their fellow students’ views and opinions to the course team, school, university and students’ union. Course representatives work proactively and diplomatically to improve the academic and non-academic experiences of students.

The role of a course representative is extremely beneficial to both students on your course and the university. It enables students to have ownership of their student experience and voice their opinions and share positive practice with the course team, primarily the Student Staff Liaison Committee Meetings (see below). Course representatives will be elected every year either in April or September. Alongside receiving recognition, support and respect being a course representative is a great opportunity to enhance your employability skills. If you are interested in becoming a course representative and wish to find out more about the role visit the Students’ Union website or by emailing: coursereps@uclan.ac.uk.

School Presidents meanwhile are annually elected representatives who voice the opinions of students within each school. They communicate and engage with students in their school to gain feedback and work in partnership with senior management to create positive change. They are also trained to support and signpost course representatives where needed. If you wish to find out who is your School President or more about the role visit the Students’ Union website or email: coursereps@uclan.ac.uk

7.2 Student Staff Liaison Committee Meetings (SSLC)

The purpose of a SSLC meeting is to provide the opportunity for course representatives to feedback to staff about the course, the overall student experience and to inform developments which will improve future courses. These meetings are normally scheduled once per semester.

Your Course Leader will facilitate the meetings using guidelines and provide a record of the meeting with any decisions and / or responses made and / or actions taken as a result of the discussions held. The meetings include discussion of items forwarded by course representatives, normally related to the following agenda items (dependent on time of year).

The course team encourage student feedback in all areas and recognise that additional items for discussion may also be raised at the meeting
   • Update on actions completed since the last meeting
   • Feedback about the previous year
   • Review of enrolment / induction experience;
   • Course organisation and management (from each individual year group, and the course overall);
   • Experience of modules - teaching, assessment, feedback;
   • Experience of academic support which may include e.g. Personal Development Planning, academic advisor arrangements and The Card;
   • Other aspects of University life relevant to student experience e.g. learning resources, IT, library;
   • Any other issues raised by students or staff.

Course representatives are elected by the students for each year of the Course and the Course Leader will advise of the exact process.
Students will be made aware of the scheduled meetings by the Course Leader through e-mail. Notes of the Staff Student Liaison meetings will be circulated to the Student Representatives. Students will receive feedback about actions taken as a result of discussions held by appropriate means thought their Course Leader or Student Representative.

7.3 Complaints

The University recognises that there may be occasions when you have cause for complaint about the service you have received, when this happens, the complaints procedure is intended to provide an accessible, fair and straightforward system which ensures as effective, prompt and appropriate response. Click on this link for more information Complaints Procedure.
8. Appendices

8.1 Programme Specification

Programme Specification Matrix

Every course within the University has a Programme Specification Matrix which provides a concise outline of all the key aspects of the course. We have included the matrix for the MBA programme in this Handbook for your reference. Whilst the matrix does repeat some of the information contained elsewhere in the Handbook it does provide you with a clear picture of what we believe our MBA graduates should know and be able to do on completion of the programme and how, in general terms, these outcomes are assessed.

<table>
<thead>
<tr>
<th>UNIVERSITY OF CENTRAL LANCASHIRE</th>
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<tbody>
<tr>
<td><strong>Programme Specification</strong></td>
</tr>
<tr>
<td>This Programme Specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided.</td>
</tr>
<tr>
<td>Sources of information on the programme can be found in Section 17</td>
</tr>
</tbody>
</table>

<p>| 1. Awarding Institution /Body | University of Central Lancashire / University of Central Lancashire Cyprus |
| 2. Teaching Institution | University of Central Lancashire, Cyprus Cyprus Campus (Larnaka) Preston Campus |
| 3. University School/Centre | School of Management |
| 4. External Accreditation | Evaluation Committee for Private Universities (ECPU) |
| 5. Title of Final Award | MBA |
| 6. Modes of Attendance offered | Full Time |</p>
<table>
<thead>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7. UCAS Code</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>8. Relevant Subject Benchmarking Group(s)</strong></td>
<td>Business and Management (General)</td>
</tr>
<tr>
<td><strong>9. Other external influences</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>10. Date of production/revision of this form</strong></td>
<td>June 2014</td>
</tr>
</tbody>
</table>
### 11. Aims of the Programme

- to provide you with a postgraduate career development general programme in business and management that will enable you to achieve learning outcomes at a level appropriate for the award of an MBA from the University
- to provide you with the opportunity to develop your critical understanding of business and management and its constituent processes from both a theoretical and practical perspective.
- to enable you to critically review and integrate your existing work experience with your postgraduate studies within an intensive process of management development
- to provide you with a learning experience which will enable you to enhance your career potential, personal and professional effectiveness, and performance in employment in the field of business and management in a wide range of organizations.

### 12. Learning Outcomes, Teaching, Learning and Assessment Methods

#### E. Knowledge and Understanding

| A1 | to communicate an understanding and critical evaluation of the body of knowledge and research relating to business and management, including strategy and international management, new business venture development, management information systems and the primary business functions |
| A2 | to communicate a knowledge, understanding and critical evaluation of business and management research methodologies and methods |

**Teaching and Learning Methods**

- Lectures, plenary and small group discussion; case study analysis; background reading and research; guest speakers, group research tasks, dissertation

**Assessment methods**

- Essays, reports, in-class tests, formal written examinations, formal oral debates, individual/group research tasks, presentations, dissertation proposal and dissertation

#### F. Subject-specific skills

| B1 | to collect and analyse information in order to synthesise it into a form that enables complex business management situations to be evaluated and addressed. |
| B2 | to understand and be able apply appropriate techniques and skills to allow detailed investigation into relevant business and management issues. |
| B3 | to generate, evaluate and implement creative solutions in a business management context. |

**Teaching and Learning Methods**

- Lectures, exercises, plenary and small group discussion; case study and video analysis; background reading; dissertation

**Assessment methods**

- Essays, reports, reports, in-class tests, formal written examinations, formal oral debates, individual and group case study analyses; individual and group research tasks; group presentations, dissertation proposal and dissertation
### G. Thinking Skills

| C1: to engage in postgraduate level academic and applied investigations within the field of business and management |
| C2: to critically review your work experience to date in the light of contemporary knowledge and understanding of business and management |
| C3: to engage in project work at a professional level integrating prior experience and contemporary knowledge |
| C4: to plan, implement and report on an extended programme of individual research into a contemporary business and management issue, problem or field of study |

### Teaching and Learning Methods

Individual and group applied investigations; preparatory research methodology lectures and workshops, followed by the planning and implementation of an individual postgraduate level research project with tutorial support from your Dissertation supervisor.

### Assessment methods

Individual and group reports; group presentations; critical review of research publications; Dissertation research proposal and Masters Dissertation

### H. Other skills relevant to employability and personal development

| D1: to apply key personal, social, technical and other transferable skills relevant to employment within a management context, including communication, team-working, leadership and critical and creative thinking. |
| D2: to be able to learn through reflection on practice and experience in order to facilitate your personal and professional development. |

### Teaching and Learning Methods

Lectures, plenary and small group discussions, group presentations and outdoor-based experiential activities, group investigative tasks, experiential learning, dissertation

### Assessment methods

Essays, learning logs, reflective logs, reports, in-class tests, formal written examinations, formal oral debates individual and group reports and oral presentations, case study analyses, project plans, dissertation proposal, dissertation
### 13. Programme Structures*

<table>
<thead>
<tr>
<th>Level</th>
<th>Module Code</th>
<th>Module Title</th>
<th>Credit Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>AC4410</td>
<td>Accounting and Finance</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MD4046</td>
<td>The Reflective Manager</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MD4047</td>
<td>Critical Perspectives on Management</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MK4024</td>
<td>Contemporary Marketing</td>
<td>10</td>
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<tr>
<td></td>
<td>HR4005</td>
<td>Contemporary Human Resource Management</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EC4005</td>
<td>The Economic Context of International Business</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MG4219</td>
<td>Operations Strategy</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MD4100</td>
<td>Strategy and International Management</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>MD4060</td>
<td>New Enterprise Venture Development</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>BT4215</td>
<td>Business Information Management</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MD4064</td>
<td>Designing a Research Project</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MD4992</td>
<td>Dissertation</td>
<td>60</td>
</tr>
</tbody>
</table>

**Semester 1**

**Semester 2**

### 14. Awards and Credits*

- **Master of Business Administration**
  Requires 180 credits at Level 7
  
  Outcomes developed / assessed at this level include: subject knowledge as indicated by module titles and skills outlined in section 18.

- **Postgraduate Diploma in Business Administration**
  Requires 120 credits at Level 7 (excluding dissertation).
  
  Outcomes developed / assessed at this level include: subject knowledge as indicated by module titles and skills outlined in section 18.

- **Postgraduate Certificate in Business Administration**
  Requires 60 credits at Level 7. (Only from taught modules).
  
  Outcomes developed/assessed at this level include: knowledge as indicated by module titles and skills outlined in section 18.
15. **Personal Development Planning**

A supported PDP process commences with a briefing during the induction programme. Students are expected to utilise the University Learning Development Unit’s ‘Skills Learning Resources’ website; discussions with their academic advisor; draw on modules in terms of curriculum, teaching/learning/assessment strategies; the dissertation process; University careers advice service website; extra-curricular experiences and to maintain a PDP file. A more detailed account is available in the Course Handbook Appendix.

16. **Admissions criteria**

UK honours degree or its international equivalent (at least Lower Second Class) or professional qualification deemed to be honours degree (2/2) equivalent

**And** at least 2 years of relevant and appropriate work experience (normally gained after completion of the undergraduate degree)

For students where English is not their first language or where their degree has not been studied in the English language, a score of at least 6.5 on IELTS (or equivalent) is required.

17. **Key sources of information about the programme**

- LBS Full-time Postgraduate brochure and web-site
- UCLan Cyprus web-site
<table>
<thead>
<tr>
<th>Level</th>
<th>Module Code</th>
<th>Module Title</th>
<th>Compulsory (Comp), Core (C) or Option (O)</th>
<th>Knowledge and Understanding</th>
<th>Subject-specific Skills</th>
<th>Thinking Skills</th>
<th>Other skills relevant to employability and personal development</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>AC4410</td>
<td>Accounting and Finance</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>HR4005</td>
<td>Contemporary Human Resource Management</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>MD4046</td>
<td>The Reflective Manager</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>MD4047</td>
<td>Critical Perspectives on Management</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>MD4064</td>
<td>New Enterprise Venture Development</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>BT4215</td>
<td>Business Information Management</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>MD4100</td>
<td>Strategy and International Management</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>MD4064</td>
<td>Designing a Research Project</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td></td>
<td>MD4992</td>
<td>Dissertation</td>
<td>Comp</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
</tbody>
</table>
9. Fee Information

Tuition fees include:

- Scheduled course tuition, academic, technical and administrative support, use of course equipment and facilities.
- Course related induction activities.
- Course assessment and awards.
- Access to the university’s library and online resources, including on-campus wifi, networked and remote access to the university’s virtual learning environment.
- Use of the university’s estate and resources for scheduled activities and learning support.
- Dissertation, project and/or thesis printing and binding where the submission of printed and bound documents is a requirement for assessment of the module.
- Use of the university's technical equipment and materials identified by the course teaching team as essential for the completion of the course.
- Items identified under your course name in Table One below.

### Table One: Course

<table>
<thead>
<tr>
<th>Course</th>
<th>Additional items included in the tuition fees for your course</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA (full time course)</td>
<td>Residential event</td>
</tr>
<tr>
<td>MSc Business Management</td>
<td></td>
</tr>
<tr>
<td>Postgraduate Certificate in Management</td>
<td></td>
</tr>
<tr>
<td>MA in Accounting and Finance</td>
<td></td>
</tr>
<tr>
<td>MBA (part time course)</td>
<td>Weekend schools and course events</td>
</tr>
<tr>
<td>Diploma in Management Studies</td>
<td></td>
</tr>
<tr>
<td>Postgraduate Diploma in Human Resource Management and Human Resource</td>
<td>Chartered Institute of Personnel Development fee (CIPD)</td>
</tr>
<tr>
<td>Development</td>
<td></td>
</tr>
<tr>
<td>Diploma in Human Resource Management</td>
<td></td>
</tr>
<tr>
<td>Diploma in Human Resource Development</td>
<td></td>
</tr>
<tr>
<td>MSc in Oil and Gas Operations Management</td>
<td>Chartered Institute of Logistics and Transport Fee (CILT)</td>
</tr>
<tr>
<td>MSc in Logistics and Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>MA in Accounting and Finance</td>
<td>Chartered Institute of Management Accountants Fee (CIMA)</td>
</tr>
</tbody>
</table>

Additional optional opportunities may be offered on your course.

These optional extra costs are NOT included within the Tuition Fees.

### Optional items – all courses

<table>
<thead>
<tr>
<th>Estimated costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable depending on the distance travelled and the method of transport chosen.</td>
</tr>
</tbody>
</table>
level motor insurance cover, taxis, train fares, bus fares etc.).

<table>
<thead>
<tr>
<th>Library fines &amp; charges</th>
<th>Avoid these by returning on time or renewing books!</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>On time £0.00 0-8 days overdue £0.10-0.50 per day 9+ days overdue £0.50-£1.00 per day 40+ days replacement cost and administrative charges/account suspension</td>
</tr>
</tbody>
</table>

Costs of obtaining medical or other evidence to support applications for extenuating circumstance applications relating to assessments.

<table>
<thead>
<tr>
<th>Fees for arranging and invigilating course examination(s) off campus are payable by the student (where permitted by course regulations and approved by course leaders)</th>
</tr>
</thead>
<tbody>
<tr>
<td>£300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Printing of electronic books, journals etc.</th>
<th>Printing of reports, course materials and other course documents, which have been supplied or are available electronically or in hard copy in the library.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable, but recommended academic text books often cost between £15-80 per copy, although some cost outside of this range.</td>
<td>Estimated £0.10 per copy sheet</td>
</tr>
</tbody>
</table>

Living costs:

Living costs are not included in your tuition fees. You will need to budget for these separately. Below is an indication of some typical living costs, but everyone is different and you are strongly advised to plan your own budget.

<table>
<thead>
<tr>
<th>Typical items</th>
<th>Estimated weekly costs lower range</th>
<th>Estimated weekly costs higher range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation: University Halls of Residence based on a 42 week contract.</td>
<td>£79.03</td>
<td>£107.83</td>
</tr>
<tr>
<td>Private Halls of Residence (Living at home may reduce your accommodation</td>
<td>£70 (£0)</td>
<td>£110</td>
</tr>
<tr>
<td>costs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food</td>
<td>£20</td>
<td>£30</td>
</tr>
<tr>
<td>Internet connection (free wifi on campus, in university halls of residence</td>
<td>£0</td>
<td>£12</td>
</tr>
<tr>
<td>and in some private accommodation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toiletries/Laundry</td>
<td>£5</td>
<td>£15</td>
</tr>
<tr>
<td>Gas/electricity/water (included within university halls of residence costs</td>
<td>£0</td>
<td>£20</td>
</tr>
<tr>
<td>and some private accommodation – check your contract)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing, copying, stationery.</td>
<td>£2.50</td>
<td>£10</td>
</tr>
<tr>
<td>Travel expenses</td>
<td>£0</td>
<td>£40</td>
</tr>
</tbody>
</table>
(varies by method & distance travelled e.g. on foot, bicycle, bus, train or car. If using bus or train check travel card / season ticket rates for savings). University halls of residence and a good selection of private accommodation are situated on campus or a short walk from campus.

<table>
<thead>
<tr>
<th></th>
<th>£2.50</th>
<th>£10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile phone or landline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books</td>
<td>£5</td>
<td>£10</td>
</tr>
<tr>
<td>Leisure</td>
<td>£5</td>
<td>£25</td>
</tr>
<tr>
<td><strong>Total per week</strong></td>
<td>£110</td>
<td>£282</td>
</tr>
<tr>
<td><strong>Total for 42 weeks</strong></td>
<td>£4,620</td>
<td>£11,844</td>
</tr>
<tr>
<td>(typical halls of residence contract)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total for 52 weeks</strong></td>
<td>£5,720</td>
<td>£14,664</td>
</tr>
</tbody>
</table>

You may also need to budget for ‘one off’ or irregular costs

<table>
<thead>
<tr>
<th>Typical items</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bedding</td>
<td>From £20</td>
</tr>
<tr>
<td>Clothes</td>
<td>Costs vary depending on your needs</td>
</tr>
<tr>
<td>TV licence</td>
<td>£145.50 per year</td>
</tr>
<tr>
<td>Insurances</td>
<td>Costs vary depending on your needs.</td>
</tr>
<tr>
<td>Computer/laptop/telephone</td>
<td>You will have access to University computers or laptops for your studies or you may have your own you wish to bring. If you are acquiring one to come to university the cost varies depending on model and whether it is new or refurbished.</td>
</tr>
</tbody>
</table>