

**Course Handbook**  
**Master of Business Administration**  
**2019/20**  
**Judi Morgan**  
**Lancashire School of Business and Enterprise**



Please read this Handbook in conjunction with the University's Student Handbook.

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## 1. Welcome to the course

Welcome to the University of Central Lancashire! More specifically, welcome to the Master of Business Administration programme.

This is your guide to the programme at the University of Central Lancashire. We recognise that the decision to spend a year of your life investing in your personal and professional development by embarking on the Masters 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 of the programme, the learning outcomes you will achieve, what you will be studying and how you will be assessed. There is also general information on how the MBA is managed, what we expect of you as members of the programme and the University, and what you can expect of us, as the team of staff responsible for the MBA.

It is part of our University's philosophy to involve students in the running of their courses as much as possible. Quite soon, therefore, I shall be asking you to nominate representatives to serve on the 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. Whatever part you play in student life, I would like to take this opportunity to wish you success here at the University of Central Lancashire and to encourage you to strive to achieve your full potential.

We are committed to doing everything we can to make your studies and time with the University of Central Lancashire an enjoyable and worthwhile experience. As Programme Director, I shall be playing an active part in the day-to-day running of the programme and will be available to offer guidance and support as and when necessary. Please do not hesitate to contact me if you need help.

Best wishes for your success.

**Judi**

Judi Morgan

Programme Director

## 1.1 Rationale, aims and learning outcomes of the course

On successful completion of the MBA programme you will be able to demonstrate knowledge and understanding of management subject areas while placing these within a wider organisational and contextual framework. You will understand current issues and thinking along with techniques applicable to research in this area. Specifically the MBA programme aims are:

- 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 organisations.

Learning outcomes are:

- to communicate a knowledge, understanding and critical evaluation of the body of knowledge and research relating to business and management, including management theory and practice, HRM, accounting and finance, marketing, management environment, strategic management and change management.
- to communicate a knowledge, understanding and critical evaluation of business and management research methodologies and methods.
- to collect and analyse information in order to synthesise it into a form that enables complex business management situations to be evaluated and addressed.
- to understand and be able apply appropriate techniques and skills to allow detailed investigation into relevant business and management issues.
- to generate, evaluate and implement creative solutions in a business management context.
- to engage in postgraduate level academic and applied investigations within the field of business and management.
- to critically review your work experience to date in the light of contemporary knowledge and understanding of business and management
- to engage in project work at a professional level integrating prior experience and contemporary knowledge.
- to plan, implement and report on an extended programme of individual research into a contemporary business and management issue, problem or field of study.
- 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.
- to be able to learn through reflection on practice and experience in order to facilitate your personal and professional development.

## 1.2 Course Team

Your course team names and email addresses are below. Please do contact them for any queries or support. Please note that the team may change from time to time.

Management and Organisations, Management Learning and Research: Judi Morgan  
[JMorgan3@uclan.ac.uk](mailto:JMorgan3@uclan.ac.uk)

Business Environment Michael Brian Brightman, [MBBrightman@uclan.ac.uk](mailto:MBBrightman@uclan.ac.uk)

Marketing: Caroline Anne Holliday, [CAHolliday1@uclan.ac.uk](mailto:CAHolliday1@uclan.ac.uk)

Strategy: Dorota Marsh, [DMarsh@uclan.ac.uk](mailto:DMarsh@uclan.ac.uk)

Management Consultancy Project: Owen Leeds, [ODLeeds@uclan.ac.uk](mailto:ODLeeds@uclan.ac.uk);

Human Resources: Janet Chettle, [JChettle@uclan.ac.uk](mailto:JChettle@uclan.ac.uk)

Accountancy and Finance: Stephen Murray, [SMurray7@uclan.ac.uk](mailto:SMurray7@uclan.ac.uk)

Operations Strategy: Francesca Dominique Walker and Geoff Thwaites,  
[FDWalker@uclan.ac.uk](mailto:FDWalker@uclan.ac.uk) [GThwaites@uclan.ac.uk](mailto:GThwaites@uclan.ac.uk)

## 1.3 Expertise of staff

The course team have a wealth of experience in their fields in a variety of sectors as well as teaching and learning.

## 1.4 Academic Advisor

You will be assigned an Academic Advisor who will provide additional academic support during the year. They will be the first point of call for many of the questions that you might have during the year. Your Academic Advisor will be able to help you with personal development, including developing skills in self-awareness, reflection and action planning.



## 1.5 Administration details

Course Administration Service provides academic administration support for students and staff and are located in the following hubs which 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.

### Allen Building

Medicine

Dentistry

Telephone: 01772 895566

Email: [AllenHub@uclan.ac.uk](mailto:AllenHub@uclan.ac.uk)

### Harris Building

Lancashire Law School

Humanities and the Social Sciences

Centre for Excellence in Learning and Teaching

Telephone: 01772 891996/891997

Email: [HarrisHub@uclan.ac.uk](mailto:HarrisHub@uclan.ac.uk)

### **Foster Building**

Forensic and Applied Sciences  
Pharmacy and Biomedical Sciences  
Psychology  
Physical Sciences  
Telephone: 01772 891990/891991  
Email: [FosterHub@uclan.ac.uk](mailto:FosterHub@uclan.ac.uk)

### **Computing and Technology Building**

Art, Design and Fashion  
Computing  
Journalism, Media and Performance  
Engineering  
Telephone: 01772 891994/891995  
Email: [CandTHub@uclan.ac.uk](mailto:CandTHub@uclan.ac.uk)

### **Greenbank Building**

Sport and Wellbeing  
Management  
Business  
Telephone: 01772 891992/891993  
Email: [GreenbankHub@uclan.ac.uk](mailto:GreenbankHub@uclan.ac.uk)

### **Brook Building**

Community, Health and Midwifery  
Nursing  
Health Sciences  
Social Work, Care and Community  
Telephone: 01772 891992/891993  
Email: [BrookHub@uclan.ac.uk](mailto:BrookHub@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.

Your course tutors will normally contact you via the classes, by email or via message on Blackboard.

## **1.7 External Examiner**

The External Examiner is John Sharp from University of Bolton.



## **2. Structure of the course**

### **2.1 Overall structure**

The Programme is structured around three essential strands in the first two semesters - business, management theory and strategic management. Taken together these strands make a fundamental early contribution to the students achievement of the learning outcomes specified earlier. The particular intent of these three strands is to:

- a. develop the 'trained' mind - through the requirement to think conceptually, apply critical thinking and reasoning skills, and to challenge orthodoxy relating to the body of knowledge and research relating to Business and Management.
- b. contribute to the acquisition of different domains of knowledge and ways of thinking about that knowledge. This will include the acquisition of the conceptual frameworks, major theories, current accepted positions and methodologies relating to Business and Management.
- c. develop an understanding of how people work effectively, individually and with others, to direct and manage the business of an organisation. In particular, an integration of relevant theoretical knowledge with knowledge of processes and principles developed from analysis of practice (individual and others), is sought.
- d. develop an understanding of management working environments, and an understanding of the specific knowledge and skills in the different functional areas of business set against a changing national and international environment.

In Year 2 the Management Consultancy Project module has been designed to exploit the learning experience gained in the three strands in Year 1. It allows students to test and apply the theoretical knowledge and individual and group skills and competences through first-hand experience of business and management contexts, problems and issues. In summary the MBA is designed to sustain the learning outcomes, to 'Know', to 'Understand', and to 'Do' at a level appropriate for the award of a Masters Degree of the University. All the modules will contribute to these learning outcomes in terms of content and/or process.

The Business, Management and Organizations, and Strategic Management modules are designed to make explicit the cognitive map that needs to be addressed by an MBA student and to develop and strengthen the interpersonal and integrative skills of the programme participants.

The Business group of modules are designed to enable students to understand the nature and relationships of key business operations and their role in the formulation and implementation of strategies leading to effective business performance.

The Management and Organizations module enables students to review the practice of management at an operational level and to acquire the frameworks and concepts relating to the management of change in organisations. Students will be encouraged to critically review the primary theoretical frameworks that support the core management function and in so doing expose the ideology and paradigms that may exist.

The Strategic Management modules provide a conceptual and theoretical framework for strategic decision making and examine the practice of strategic management in a range of organisations. The focus will be on the skills required to create, lead and manage strategic change at the Corporate, Strategic Business Unit and Functional levels.

The Management Consulting Project module has been designed to allow students to apply the knowledge, perspectives, and skills gained and strengthened in the earlier

modules in the form of participation in a small team analytical investigation into a 'live' issue or problem within an organisation.

Given the holistic nature of current business and management models, it is important to recognise that modules in the MBA are inter-related and inter-twined. Each in its own distinctive way seeks to provide the opportunity for knowledge acquisition, conceptual understanding and practical application.

Year 2, Semester 2 of the Programme is structured around an Advanced Strategic Management Module and a Management Learning and Research module and Year 3 focuses entirely on the MBA Dissertation.

These modules have been formulated to enable students to achieve all of the learning outcomes specified earlier with special reference to the learning outcome to: **'engage in business and management research and applied business and management research'**. The Dissertation is the primary vehicle for achieving this research and investigation outcome. However it is important to note that the acquisition of a body of knowledge and research relating to Business and Management continues with the Strategic Management module as does the need to critically apply and review theoretical strands to the chosen area of business and management research. The management of the Dissertation also provides a continuing opportunity to practice and develop personal learning.

The Management Learning and Research module is designed to equip the student conceptually and methodologically to produce a Masters level dissertation - the theory and practice of research and investigation.

The Dissertation is a major integrating activity for programme participants and provides an element of choice. Students can choose to engage in purely theoretical research into a Business Management issue, or tackle a real organisational problem or issue using an applied research approach. The chosen area may be at either a strategic or non-strategic level. Whatever the choice, the student is required to undertake an in-depth investigation of a business/management issue or topic using an appropriate research methodology, developing relevant conceptual and theoretical strands and demonstrating critical judgement and powers of expression.

The Programme includes four, day-long workshops throughout the first year. They are designed to establish a supportive learning community, as well as providing support on key academic skills such as writing, critical thinking and reflection. Emphasis is on within the student group and various team building activities are used over the two day period.

## 2.2 Modules available

Each module is a self-contained block of learning with defined aims, learning outcomes and assessment. A standard module is worth 20 credits. It equates to the learning activity expected from one sixth of a full-time undergraduate year. Modules may be developed as half or double modules with credit allocated up to a maximum of 120 credits per module.

The modules you will study are as follows:

Code	Module Name	Duration	Credits
MD4015	Management & Organisations	Sem 1	10

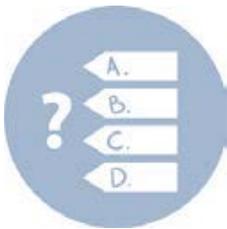
MK4025	Contemporary Marketing in Organisations	Sem 1	10
MD4050	Management Environment	Sem 1	10
AC4410	Accounting & Finance	Sem 2	10
HR4006	Contemporary Human Resource Management	Sem 2	10
MG4032	Business Intelligence	Sem 2	10

## YEAR 2

<b>Code</b>	<b>Module Name</b>	<b>Duration</b>	<b>Credits</b>
MD4011	Strategic Management	Sem 2	10
MD4063	Management Consulting Project	Year	20
MD4002	Management Learning & Research	Year	20
MG4101	Operations Management	Sem 1	10

## YEAR 3

<b>Code</b>	<b>Module Name</b>	<b>Duration</b>	<b>Credits</b>
MD4992	MBA Dissertation	Year	60
MD4960	MBA Dissertation (Cyprus Campus Only)		40
MD4061	Management Coaching Skills (Cyprus Campus Only)		20



### 2.3 Course requirements

To successfully complete the MBA you need to pass all the modules. The certificate course available to you between year one and two is a valuable contribution to your professional and personal development but it does not form part of the award of the MBA. That means that the award of the certificate has no bearing on your award of MBA.

### 2.4 Module Registration Options

Discussions about your progression through the course normally take place in February each year. It is an opportunity for you to make plans for your study over the next academic year. The course team will tell you about the various modules / combinations available and you will both agree on the most appropriate (and legal) course of study for you.

### 2.5 Study Time

#### 2.5.1 Weekly timetable

A timetable will be available once you have enrolled on the programme, through the student portal.

#### 2.5.2 Expected hours of study

20 credits is a standard module size and equals 200 notional learning hours.

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.

Each 10 credit module is assumed to require 100 hours of learning activity which includes your class attendance, guided learning, assessment time (e.g. revision, writing essay etc.) and self-directed learning. The dissertation includes some one-to-one supervision but the greater part of the work involves self-directed study.

### 2.5.3 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 made to the relevant module tutor or your course leader.



## 3. Approaches to teaching and learning

### 3.1 Learning and teaching methods

Modules will be taught will use a flexible classroom approach based around formal lecture material and class based discussions encouraging you to draw on your own and learn from others' experiences. Commonly, pre-reading will be required to form the basis of class discussions. Students are supported by the electronic [E-Learn \(Blackboard\) system](#) where materials are made available to them by module to support their learning. There is a course page which contains lots of useful information (e.g. timetables, handbooks and study skills) and information on each module you are undertaking.

### 3.2 Study skills

The workshops in year one will guide you in developing the relevant study skills for Masters level. Help can also be found at:

WISER <http://www.uclan.ac.uk/students/study/wiser/index.php>



### 3.3 Learning resources

#### 3.3.1 Electronic Resources

Most course material, readings and assignments will be Blackboard.

### 3.4 Personal development planning

Personal development is encouraged through the use of reflective reports in module MD4002 and through the workshops in year one.



### 3.5 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.

#### 4. Student Support

In the first instance the Course Leader is responsible for supporting students, offering guidance and managing student conduct on the programme. If you require support on personal and academic matters email Judi Morgan on [JMorgan3@uclan.ac.uk](mailto:JMorgan3@uclan.ac.uk)



##### 4.1 Academic Advisors

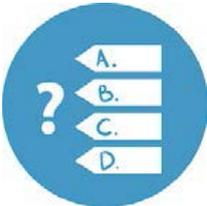
The Course Leader provides guidance or advice to students about both the academic part of their course and in counselling for more personal matters. Please contact Judi Morgan on [JMorgan3@uclan.ac.uk](mailto:JMorgan3@uclan.ac.uk) or on 01772 894776.

##### 4.2 Students with disabilities

If you have a disability that may affect your studies, please either contact the Disability Advisory Service - [disability@uclan.ac.uk](mailto: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.

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](mailto:disability@uclan.ac.uk)

#### 5. Assessment



##### 5.1 Assessment Strategy

The overall assessment strategy for the programme is coursework. A variety of assessment methods will be used and learners will be required to demonstrate their capabilities through written assessments (projects, reports and research articles), time constrained assessments, portfolio and presentations. A variety of summative assessments are used including essays, reports, practical projects and exercises, including case studies as well as individual and group oral presentations. Learners will also be provided with formative assessments including case study analysis, problem solving exercises short essays and market analysis reports. Formative assessment also includes presentation, short answers and discussions feedback usually in-class.

##### 5.2 Notification of assignments and examination arrangements

Details of assignments for modules are provided in the Module Information Pack given to students at the start of the module. Individual Assessment briefs are provided for each module. These detail the assessment requirements, marking criteria and submission arrangements. Some submission will be electronically through Blackboard.

##### 5.3 Referencing

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: [LBS Guide to Referencing](#)

#### **5.4 Confidential material**

Although you are not expected to access confidential information during the course you are reminded that you have ethical and legal responsibilities to respect confidentiality and maintain the anonymity of individuals and organisations within their assignments.

#### **5.5 Cheating, plagiarism, collusion or re-presentation**

Please refer to the information included in section 6.6 of the University Student Handbook for full definitions. The University uses an online Assessment Tool called Turnitin. A pseudo-Turnitin assignment will be set up using the School space on Blackboard to allow students to check as many drafts as the system allows before their final submission to the 'official' Turnitin assignment. Students are required to self-submit their own assignment on Turnitin and will be given access to the Originality Reports arising from each submission. In operating Turnitin, Schools must take steps to ensure that the University's requirement for all summative assessment to be marked anonymously is not undermined and therefore Turnitin reports should either be anonymised or considered separately from marking. Turnitin may also be used to assist with plagiarism detection and collusion, where there is suspicion about individual piece(s) of work.

### **6. 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.



#### **7. Student Feedback**

You can play an important part in the process of improving the quality of this course through the feedback you give.

##### **7.1 Student Staff Liaison Committee meetings (SSLCs)**

Details of the Protocol for the operation of SSLCs is included in section 8.2 of the University Student Handbook.

## 8. Appendix

### 8.1 Programme Specification

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#### UNIVERSITY OF CENTRAL LANCASHIRE

#### Programme Specification

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.

<b>1. Awarding Institution /Body</b>	University of Central Lancashire / University of Central Lancashire Cyprus
<b>2. Teaching Institution</b>	University of Central Lancashire, Cyprus University of Central Lancashire Preston*
<b>3. University School/Centre</b>	School of Business & Management, UCLan Cyprus Lancashire School of Business and Enterprise, UCLan Preston
<b>4. External Accreditation</b>	Cyprus Agency for Quality Assurance & Accreditation in Higher Education
<b>5. Title of Final Award</b>	Master of Business Administration
<b>6. Modes of Attendance offered</b>	Part-time UCLan Preston Part-time Distance Learning – UCLan Cyprus only
<b>7. UCAS Code</b>	n/a
<b>8. Relevant Subject Benchmarking Group(s)</b>	<a href="#">Business and Management (General)</a>
<b>9. Other external influences</b>	n/a
<b>10. Date of production/revision of this form</b>	September 2018 / Revised July 2019
<b>11. Aims of the Programme</b>	<ul style="list-style-type: none"><li>• 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</li><li>• 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.</li><li>• to enable you to critically review and integrate your existing work experience with your postgraduate studies within an intensive process of management development</li><li>• 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 organisations.</li></ul>

<b>12. Learning Outcomes, Teaching, Learning and Assessment Methods</b>
<b>A. Knowledge and Understanding</b>
A1: to communicate a knowledge, understanding and critical evaluation of the body of knowledge and research relating to business and management, including management theory and practice, HRM, accounting and finance, marketing, management environment, strategic management and change management. A2: to communicate a knowledge, understanding and critical evaluation of business and management research methodologies and methods.
<b>Teaching and Learning Methods</b>
Distance Learning Mode (PT): Online lecture, live seminars, online guided discussion boards and group discussion; case study analysis; background reading and research; video clips, podcasts, guided reading material; dissertation. Full Time/Part Time Mode: Lectures, plenary and small group discussion; case study analysis; background reading and research; guest speakers, group research tasks, dissertation.
<b>Assessment methods</b>
Distance Learning Mode (PT): A range of online assessments methods – reports, essays, online group and individual discussions assessments. Full Time/Part Time Mode: Essays, reports, individual/group research tasks, presentations, dissertation proposal and dissertation.
<b>B. Subject-specific skills</b>
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.
<b>Teaching and Learning Methods</b>
Distance Learning Mode (PT): Online lecture, live seminars, online guided discussion boards and group discussion; case study analysis; background reading and research; video clips, podcasts, guided reading material; critical reviews of academic writing; reflective learning activities; dissertation. Full Time/Part Time Mode: Lectures, exercises, plenary and small group discussion; case study and video analysis; background reading; dissertation.
<b>Assessment methods</b>
Distance Learning Mode (PT): Individual essays and reports; critical review of academic writing; reflective learning essays and reports; dissertation proposal and dissertation. Full Time/Part Time Mode: Essays, reports, individual and group case study analyses; individual and group research tasks; group presentations, dissertation proposal and dissertation.
<b>C. Thinking Skills</b>
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.
<b>Teaching and Learning Methods</b>
Distance Learning Mode (PT): Online lectures and live seminars as in A and discussion; critical reviews of academic writing; reflective learning activities; individual applied investigations; preparatory research methodology lectures, followed by the planning and implementation of an individual postgraduate level research project with tutorial support from your Dissertation supervisor.  Full Time/Part Time Mode: Plenary discussions, 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.

<b>Assessment methods</b>
Distance Learning Mode (PT): Individual essays and reports; critical review of research publications; reflective learning reports; online discussion boards; Dissertation research proposal and Dissertation.
Full Time/Part Time Mode: Essays, individual and group reports; group presentations; critical review of research publications; Dissertation research proposal and Dissertation.
<b><i>D. Other skills relevant to employability and personal development</i></b>
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.
<b>Teaching and Learning Methods</b>
Distance Learning Mode (PT): Online lectures, and live seminars as in A, plenary and group online discussions, investigative tasks, reflective learning activities, experiential learning, dissertation.
Full Time/Part Time Mode: Lectures, plenary and small group discussions, group presentations and group investigative tasks; experiential learning, dissertation.
<b>Assessment methods</b>
Distance Learning Mode (PT): Essays, reports, case study analyses, reflective learning assessments, project plans, dissertation proposal and dissertation.
Full Time/Part Time Mode: Essays, individual and group reports and oral presentations, case study analyses, project plans, dissertation proposal, dissertation.

13. Programme Structures*				14. Awards and Credits*
Level	Module Code	Module Title	Credit rating UK / ECTS	
7	MD4015	Management and Organizations	10/5	<b>Master of Business Administration (MBA)</b> Requires 180 credits (90 ECTS) at Level 7
	MD4050	Management Environment	10/5	
	MK4025	Contemporary Marketing in Organizations	10/5	
	MG4101	Operations Management	10/5	<b>Postgraduate Diploma in Business Administration</b> Requires 120 credits (60 ECTS) at Level 7
	MD4002	Management Learning and Research	20/10	
	MD4063	Management Consulting Project	20/10	
	AC4410	Accounting and Finance	10/5	<b>Postgraduate Certificate in Business Administration</b> Requires 60 credits (30 ECTS) at Level 7.
	HR4006	Contemporary Human Resource Management	10/5	
	MG4032	Business Intelligence	10/5	
	MD4011	Strategic Management	20/10	
	MD4061*	Management Coaching Skills	40/20	
	MD4960*	MBA Dissertation	60	
	MD4992**	MBA Dissertation		
			*Only available at Cyprus Campus ** Only available at Preston Campus	
<b>15. Personal Development Planning</b>				
<p>A supported PDP process commences with a briefing during the MBA induction programme. For students who are engaged in concurrent part-time higher education alongside their full-time employment, the opportunity to continuously relate their studies with their work experience is a powerful vehicle for fostering their own personal development. Module MD4002 requires students to reflect on their own learning style and how this contributes to their personal development while undertaking the programme. Students are also expected to utilise the University Learning Development Unit's 'Skills Learning Resources' website; discussions with their personal tutor; 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</p>				
<b>16. Admissions criteria</b>				
*Correct as at date of approval. For latest information, please consult the University's website.				

Admission is based on a holistic review of each candidate's work experience and educational qualifications in order to assess their ability to benefit from the Programme.

Candidates must have at least 2 years of relevant and appropriate work experience. In terms of the minimum educational qualifications, an honours degree or its international equivalent (at least Lower Second Class) or a professional qualification deemed to be honours degree (2/2) equivalent is typically sought.

Candidates without a degree but with substantial managerial or professional experience and/or an equivalent professional body qualification will also be considered for the part-time Programme.

IELTS score of 6.5 (or equivalent).

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

- LSBE Postgraduate brochure and web-site
- UCLan Cyprus web-site

## 18. Curriculum Skills Map

Level	Module Code	Module Title	Compulsory (Comp), Core (C) or Option (O)	Knowledge & Understanding		Subject-specific Skills			Thinking Skills				Other skills relevant to employability and personal development				
				A1	A2		B1	B2	B3		C1	C2	C3	C4	D1	D2	
7	AC4410	Accounting and Finance	Comp	√			√	√			√	√			√	√	
	HR4006	Human Resource Management	Comp	√			√	√			√	√			√	√	
	MD4015	Management and Organizations	Comp	√			√	√			√	√			√	√	
	MD4050	Management Environment	Comp	√			√	√			√	√			√	√	
	MK4025	Contemporary Marketing in Organizations	Comp	√			√	√			√	√			√	√	
	MG4032	Business Intelligence	Comp	√			√	√			√	√			√	√	
	MD4011	Advanced Strategic Management	Comp	√			√	√			√	√			√	√	
	MD4063	Management Consulting Project	Comp	√			√	√	√		√	√	√		√	√	
	MD4002	Management Learning and Research	Comp	√	√		√	√			√	√		√	√	√	
	MG4101	Operations Management	Comp	√			√	√			√	√			√	√	
	MD4061	Management Coaching Skills	Comp	√			√	√			√	√			√	√	
	MD4992	MBA Dissertation	Comp	√	√		√	√	√		√	√		√	√	√	
	MD4960	MBA Dissertation	Comp	√	√		√	√	√		√	√		√	√	√	

## 19. LEARNING OUTCOMES FOR EXIT AWARDS:

For **each exit award available**, list learning outcomes relating to the knowledge and understanding, subject specific skills, thinking, other skills relevant to employability and personal development that a typical student might be expected to gain as a result of successfully completing each level of a course of study.

For example, for a standard BA/BSc (Hons) award the exit award learning outcomes for CertHE (Level 4) and DipHE (Level 5), BA/BSc (Level 6) should be included; for a postgraduate Masters, this would normally be PGDip and PGCert.

### **Learning outcomes for the award of: Postgraduate Diploma in Business Administration (PGDip in Business Administration)**

<b>19.1 Learning Outcomes, Teaching, Learning and Assessment Methods</b>
<b>A. Knowledge and Understanding</b>
A1: to communicate a knowledge, understanding and critical evaluation of the body of knowledge and research relating to business and management, including management theory and practice, HRM, accounting and finance, marketing, management environment, strategic management and change management. A2: to communicate a knowledge, understanding and critical evaluation of business and management research methodologies and methods.
<b>B. Subject-specific skills</b>
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 to 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.
<b>C. Thinking Skills</b>
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.
<b>D. Other skills relevant to employability and personal development</b>
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.

### **Learning outcomes for the award of: Postgraduate Certificate in Business Administration (PGCert in Business Administration)**

<b>19.2 Learning Outcomes, Teaching, Learning and Assessment Methods</b>
<b>A. Knowledge and Understanding</b>
A1: to develop understanding and engage in critical evaluation of the body of knowledge and research relating to business and management, including management theory and practice, HRM, accounting and finance, marketing, management environment and strategic management.
<b>B. Subject-specific skills</b>
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.

**C. Thinking Skills**

C1: to engage in postgraduate level academic study and learning 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.

**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, 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.