

Programme Specification



1. Programme title	Master of Business Administration
2. Awarding institution	Middlesex University
3. Teaching institution	Middlesex University
4. Details of accreditation by professional/statutory/regulatory body	N/A
5. Final qualification	MBA, MBA (named pathway)* or MBA (with Placement)
6. Year of validation	2019/20
7. Language of study	English
8. Mode of study	Full-time, Part-Time, Distance or Blended/Flexible Learning

* a full list of named pathways for MBA top-up and MBA Dubai students are shown in a separate Appendix.

9. Criteria for admission to the programme

Applicants can join the MBA programme directly or via a top-up route.

The criteria for admission to the MBA programme are as follows:

- Applicants will be expected to have two or more years of relevant business experience and hold at least a second class honours degree from a UK university or a degree of equivalent standard.
- Holders of graduate-level professional qualifications may also be admitted and are encouraged to apply.
- Applicants who do not possess either an honours degree or professional qualifications are also considered, but normally only if they supply a GMAT score of at least 550 points.
- Applicants whose undergraduate degree was not taught and examined in English *must* have the following English language qualification or equivalent: a minimum IELTS score of 6.5 (with minimum 6.0 in all four components).

- Applicants who have passed the Level 7 Middlesex Diploma in Business will gain exemption from 120 credits.

The criteria for students joining the programme on a named MBA pathway top-up route is as follows:

- Applicants who have successfully completed a Level 7 Diploma in a relevant subject area may be considered for entry, at the discretion of the Programme Leader, carrying forward 60 credits. In such cases, achievement of the relevant learning outcomes via prior learning must be demonstrable. The candidates would also need to have two or more years of relevant business experience.

Candidates not meeting any of these requirements may, in exceptional cases, be considered for admission where there is strong supporting education or experience. All such cases will be at the discretion of the MBA Programme Leader.

10. Aims of the programme

The programme aims to develop individuals to manage successfully and ethically across a range of organisations in an increasingly global, diverse and dynamic market environment.

This aim is achieved through:

- encouraging students to gain a thorough and integrated understanding of the various disciplines that contribute to the study of management;
- facilitating the application of such disciplines to ensure effective practice;
- enhancing personal and professional skills for management and leadership.

The specific objectives for the MBA are that students will improve their ability to:

- enhance and develop previous relevant experience in business and management;
- develop the ability to apply previous and newly acquired knowledge and experience to complex organisational and business issues in a range of contexts;
- enhance students' skills in leadership to prepare them for transformational roles in organisations;
- develop strategic thinking, innovation and entrepreneurial skills;
- develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate, and demonstrate a broad perspective on organisational management and its wider impact on society and the environment;
- operate and manage in a global and multicultural environment;
- develop interpersonal and group-working skills.

11. Programme outcomes	
<p>A. Knowledge and understanding</p> <p>On completion of this programme the successful student will have knowledge and understanding of:</p> <ol style="list-style-type: none"> 1. the core business and its relationship to strategic management; 2. the role of leadership in the strategic management of people and resources in entrepreneurial and established organisations; 3. the strategic role of finance within organisations; 4. the theory, practice and emerging trends of management concepts, ideas, models and frameworks; 5. the theory and practice of business in international contexts; 6. the role of entrepreneurship, enterprise and consultancy in a variety of business environments. 	<p>Teaching/learning methods</p> <p>Students gain knowledge and understanding through:</p> <p>Learning sessions that are used to instil outcomes 1, 2, 3, 4, 5 and 6</p> <p>Case studies will be used to challenge students' thinking in a practical context and serve to link theory to practice, to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Activities to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Open and directed workshops and discussions to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Directed reading from books, professional journals, and web-based or e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Assessment Method</p> <p>Students' knowledge and understanding is assessed by:</p> <p>Written and multimedia reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6</p> <p>Case studies to assess students' achievement of outcomes 1, 2, 3, 4, 5 and 6</p> <p>Presentations to assess achievement of outcomes 1, 2, 3, 4, 5, and 6.</p> <p>The final project to assess programme aims and objectives in an integrated manner.</p>
<p>B. Skills</p> <p>On completion of this programme the successful student will be able to:</p> <ol style="list-style-type: none"> 1. apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments; 2. evaluate options using appropriate decision-making criteria including the use of financial tools.; 	<p>Teaching/learning methods</p> <p>Students learn cognitive skills through</p> <p>Learning sessions that are used to instil in students the foundations of outcomes 1, 2, 3, 4, 5 and 6</p> <p>Case studies to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Activities to achieve outcomes 1, 2, 3, 4, 5 and 6</p>

<p>3. think reflectively to enhance practice;</p> <p>4. analyse and develop diverse investigative methodologies to research and solve organisational management problems.</p> <p>5. demonstrate leadership, teamworking and associated communication and other interpersonal skills to solve organisational problems;</p> <p>6. demonstrate self-direction and originality in tackling problems and communicate solutions and conclusions to a critical audience.</p>	<p>Open and directed workshops and discussions will be used to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6</p> <p>Assessment methods</p> <p>Students' cognitive skills are assessed by</p> <p>Written and multimedia reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6</p> <p>Case studies to assess the achievement of outcomes 1, 2, 3, and 4.</p> <p>Presentations to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6</p> <p>The final project to assess the achievement of the programmes aims and objectives holistically</p>
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12. Programme structure (levels, modules, credits and progression requirements)

12. 1 Overall structure of the programme

ALL students are required to study the following 3 core modules in Term 1, in addition to the final Business Transformation Project, as part of their 180-credit MBA qualification:

Strategy & Innovation
MGT 4802 /MGT 4852
20 credits

Managing & Developing
People
HRM 4801 / HRM4852
20 credits

Financial & Economic
Analysis
FIN 4801 / FIN 4851
20 credits

Business
Transformation Project
MBS 4816 / MBS 4856
60 credits

In addition, in Term 2 students are required to study three further 20-credit modules. See below

Global Marketing
Management
MKT 4801/ MKT 4851

20 credits

Operations & Supply
Chain Management
MGT 4803 / MGT 4853

20 credits

Cross-Cultural
Management & Ethics
MGT 4804 / MGT 4854

20 credits

One of these may be replaced with an online optional module, from the list in Section 12.2

Depending on availability and on which MBA they are studying, students are permitted to choose an optional module, as follows:

- (i) from a range of available online elective modules, as shown in the Appendix (for Hendon and Online students only)
- (ii) from the range of 'Emphasis' modules within the relevant specialist pathways offered in Dubai (Dubai students only)

All direct entry, on-campus students must pass a non-credit bearing module on Personal and Professional Development:

Personal &
Professional
Development (PPD)
MBS 4801
0 credits – PASS/FAIL

An additional option may be to attend a one week consultancy field trip, where this will be a non-credit bearing module:

Consultancy Project
MGT 4830
0 credits

Placement Students

Those students on the MBA with Placement programme will be required to undertake an additional 3m or 12month placement module ahead of completion of their BTP module where the placement itself is not guaranteed by the university.

Placement Module
MBS 4998 / MBS 4999
0 credits

12.2 Levels and modules		
Level 7		
COMPULSORY	OPTIONS	PROGRESSION REQUIREMENTS
<p><i>All students (except Middlesex Diploma students who are exempt) must take the following modules:</i></p> <p>Strategy & Innovation MGT 4802 / MGT 4852</p> <p>Managing & Developing People HRM 4801 / HRM 4852</p> <p>Financial & Economic Analysis FIN 4801 / FIN 4851</p> <p><i>All students must take the following module:</i></p> <p>Business Transformation Project MBS 4816 / 4856</p> <p><i>All direct entry, on-campus students must pass the following module:</i></p> <p>Personal & Professional Development (PPD) (0 Credits)</p> <p><i>All MBA (with Placement) students must take the following module</i></p> <p>Placement Module (3m or 12m) (0 credits)</p>	<p>Digital Marketing MKT 4852</p> <p>Entrepreneurial Management MGT 4857</p> <p>Global Pharmaceutical Industry: Structure, Context and Dynamics MGT 4868</p> <p>Global Energy Industry Management ECS 4851</p> <p>Business Analytics & Performance Measurement FIN 4853</p> <p>Advanced Corporate Finance FIN 4852</p> <p>Emerging Technologies MGT 4856</p> <p><i>Dubai-only modules:</i></p> <p>FIN4813 International Finance</p> <p>FIN4814 Applied Corporate Finance</p> <p>MKT4814 Marketing Communications</p> <p>MKT4815 Digital Marketing</p> <p>MGT4824 Business Excellence and Quality Management</p> <p>MGT4836 Governance and Sustainability</p> <p>MGT4827 Supply Chain Management</p> <p>MGT4826 Operations Strategy</p> <p>MGT4836 Governance and Sustainability</p> <p>MGT4837 Sustainable Organisation Management</p>	<p>All students must pass 120 credits before they can progress to the BTP module with the exception of Middlesex Diploma students who are exempt and Online MBA Top-Up students who must pass 60 credits.</p>

	MGT4838 Managing Innovation MGT4839 Entrepreneurship and SME Management MSO4800 Data Analytics MSO4801 Advanced Business Statistics FIN4828 Islamic Banking and Finance MKT4829 Islamic Management and Marketing MGT 4808 Performance Excellence in the Business of Healthcare MGT 4809 Informatics and Innovation in Healthcare MGT 4801 Fundamentals of Project Management MGT 4805 Applied Project Management	
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12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)	
Module level	Module code
	All modules are non-compensatable

13. Curriculum map
See attached.

14. Information about assessment regulations

University and School Assessment Regulations apply to this Programme (see https://www.mdx.ac.uk/data/assets/pdf_file/0029/490538/Postgraduate-Taught-Programmes.pdf)

Students entering via the Middlesex Diploma will be awarded the following

Distinction:

1. Grade 1-4 in the dissertation (60 credits) plus
2. Distinction in Diploma

Merit:

1. Grade 1-8 in the dissertation (60 credits) plus
2. Merit in Diploma

Pass:

Any other combination

Exit Awards

Direct entry students on the MBA programme who fail to complete the requirements of the MBA programme will be awarded a Postgraduate Diploma in Business (minimum 120 credits passed) or a Postgraduate Certificate in Business (minimum 60 credits passed) as an exit award, depending on the number of credit points accumulated.

This is not available for students on any top-up programme as they have already achieved an equivalent award.

15. Placement opportunities, requirements and support

The MBA Programme is offered with or without a period of placement, 3 months or 12 months, for those studying full-time on the Hendon campus. With respect to the project or BTP module, students are responsible for seeking out organisations to conduct their final project where required.

16. Future careers (if applicable)

The PPD module is compulsory for all on-campus students and will focus on professional development and other career-related sessions as relevant.

17. Particular support for learning (if applicable)

Programme Leader
Dedicated External Programmes Team
Module Leaders

Module Tutors E-Learning Adviser Learning Enhancement Team Virtual Learning Environment Online Discussion Areas, Online Chat Room Library Support Services

18. JACS code (or other relevant coding system)	N200
19. Relevant QAA subject benchmark group(s)	Business and Management

20. Reference points
QAA Subject Benchmarks

21. Other information

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the rest of your programme handbook and the university regulations.

Curriculum map for *Master of Business Administration*

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

Programme learning outcomes

Knowledge and understanding	
A1	the core business and its relationship to strategic management;
A2	the role of leadership in the strategic management of people and resources in entrepreneurial and established organisations;
A3	the strategic role of finance within organisations;
A4	the theory, practice and emerging trends of management concepts, ideas, models and frameworks;
A5	the theory and practice of business in international contexts;
A6	the role of entrepreneurship, enterprise and consultancy in a variety of business environments.
Skills	
B1	apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments;
B2	evaluate options using appropriate decision-making criteria including the use of financial tools.;
B3	think reflectively;
B4	analyse and develop diverse investigative methodologies to research and solve organisational management problems.
B5	demonstrate leadership, teamworking and associated communication and other interpersonal skills to solve organisational problems;
B6	demonstrate self-direction and originality in tackling problems and communicate solutions and conclusions to a critical audience.

Programme Outcomes											
A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6
Highest level achieved by all graduates											
7	7	7	7	7	7	7	7	7	7	7	7

Module Title	Module Code by Level	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6
Strategy & Innovation	MGT 4802 / MGT 4852	√			√			√					√
Managing & Developing People	HRM 4801 / HRM 4852		√							√		√	
Financial & Economic Analysis	FIN 4801 / FIN 4851			√		√			√				
Global Marketing Management	MKT 4801/ MKT 4851				√	√		√					
Cross-Cultural Management & Ethics	MGT 4804 / MGT 4854				√	√						√	
Operations & Supply Chain Management	MGT 4803 / MGT 4853				√			√	√				
Business Transformation Project	MBS 4816 / MBS 4856 (DE)						√				√		√
PPD	MBS 4801		√				√			√		√	√
Consultancy Project	MGT 4830	√				√	√	√				√	√
Placement Module	MBS 4998 / MBS 4999				√			√					√
Entrepreneurial Management (DE)	MGT 4857		√				√		√				√
Digital Marketing (DE)	MKT 4852				√			√					
Global Pharmaceutical Industry: Structure, Context and Dynamics (DE)	MGT 4868	√			√	√		√					√
Global Energy Industry Management (DE)	ECS 4851				√	√		√					√

Business Analytics & Performance Measurement (DE)	FIN 4853			√				√		√		√
Advanced Corporate Finance (DE)	FIN 4852			√				√				
Emerging Technologies	MGT 4856				√			√				
International Finance	FIN 4813	√			√	√		√			√	√
Applied Corporate Finance	FIN 4814	√			√	√		√			√	√
Marketing Communications	MKT 4814	√			√	√		√			√	√
Digital Marketing	MKT 4815	√			√	√		√			√	√
Business Excellence and Quality Management	MGT 4824	√			√	√		√			√	√
Governance and Sustainability	MGT 4836	√			√	√		√			√	√
Supply Chain Management	MGT 4827	√			√	√		√			√	√
Operations Strategy	MGT 4826	√			√	√		√			√	√
Governance and Sustainability	MGT 4836	√			√	√		√			√	√
Sustainable Organisation Management	MGT 4837	√			√	√		√			√	√
Managing Innovation	MGT 4838	√			√	√		√			√	√
Entrepreneurship and SME Management	MGT 4839	√			√	√		√			√	√
Data Analytics	MSO 4800	√			√	√		√			√	√
Advanced Business Statistics	MSO4801	√			√	√		√			√	√
Islamic Banking and Finance	FIN4828	√			√	√		√			√	√
Islamic Management and Marketing	MKT4829	√			√	√		√			√	√
Performance Excellence in the Business of Healthcare	MGT 4808	√			√	√		√			√	√
Informatics and Innovation in Healthcare	MGT 4809	√			√	√		√			√	√
Fundamentals of Project Management	MGT 4801	√			√	√		√			√	√
Applied Project Management	MGT 4805	√			√	√		√			√	√

Appendix 1 List of Named Pathways

Online MBA (Top-Up) - Pathways

Crew Management (top up)
Ship Management (top up)
Ship Superintendency (top up)
Ship Agent (top up)
Harbour Masters (top up)
Logistics Management (top up)
Terminal Management (top up)
Port Management (top up)
Marine Engineering (top-up)
Marine Accident Investigation (top-up)
Marine Purchasing* (top-up)
Marine Surveying (top-up)
Maritime Business Management (top-up)
Maritime Safety Law (top-up)

** formerly the Diploma in Marine Purchasing and Supply Management*

MDX Dubai - Pathways

Finance
Marketing
Business Excellence
Operations and Supply Chain Management
Sustainability and Corporate Responsibility
Innovation and Entrepreneurship
Business Analytics
Islamic Economy
Healthcare Management- NEW
Project Management- NEW

Appendix 2 List of Electives

Middlesex - Online Electives

Entrepreneurial Management
Digital Marketing
Global Pharmaceutical Industry: Structure, Context and Dynamics
Global Energy Industry Management
Business Analytics and Performance Measurement
Advanced Corporate Finance
Emerging Technologies

Dubai- Only Electives

International Finance
Applied Corporate Finance
Marketing Communications
Digital Marketing
Business Excellence and Quality Management
Governance and Sustainability
Supply Chain Management
Operations Strategy
Governance and Sustainability
Sustainable Organisation Management
Managing Innovation
Entrepreneurship and SME Management
Data Analytics
Advanced Business Statistics
Islamic Banking and Finance
Islamic Management and Marketing
Performance Excellence in the Business of Healthcare
Informatics and Innovation in Healthcare
Fundamentals of Project Management
Applied Project Management

Appendix 3 List of Programmes referenced by this Programme Specification

Hendon

Master of Business Administration

Master of Business Administration (Flexible)

Master of Business Administration with Integrated Placement (3 months or 15 months total)

Master of Business Administration with Integrated Placement (12months or 24 months total)

Distance

Master of Business Administration (Top-up via Cert/Dip route)

Master of Business Administration (Distance Education)

Top-up MBA(joint)

Master of Business Administration (DE) (Top up)

Master of Business Administration (Crew Management) (Top up)

Master of Business Administration (Harbour Masters) (Top up)

Master of Business Administration (Logistics Management) (Top up)

Master of Business Administration (Port Management) (Top up)

Master of Business Administration (Ship Agent) (Top up)

Master of Business Administration (Ship Management) (To pup)

Master of Business Administration (Ship Superintendency) (Top up)

Master of Business Administration (Terminal Management) (Top up)

Master of Business Administration in Marine Accident Investigation (Top up)

Master of Business Administration in Marine Engineering (Top up)

Master of Business Administration in Marine Purchasing (Top up)

Master of Business Administration in Marine Surveying (Top up)

Master of Business Administration in Maritime Business Management (Top up)

Master of Business Administration in Maritime Safety Law (Top up)

Dubai

MBA (Business Excellence)

MBA (Finance)

MBA (Marketing)

MBA (Operations and Supply Chain Management)

MBA (Sustainability and Corporate Responsibility)
MBA (Innovation and Entrepreneurship)
MBA (Business Analytics)
MBA (Islamic Economy)
MBA (Healthcare Management)
MBA (Project Management)