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**Programme Specification**

**Title of Course: Master of Business Administration (MBA)**

**Date Specification Produced: May 2018**

**Date Specification Last Revised: Aug 2019**

This Programme Specification is designed for prospective learners, current learners, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical learner might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content of each module can be found in Learner Handbooks and Module Descriptors.

*Examples of completed programme specifications can be found on the* [*KU Programme Specification Archive*](http://www.kingston.ac.uk/programme-specifications/)

**SECTION 1: GENERAL INFORMATION**

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| **Title:** | Master of Business Administration (MBA) |
| **Awarding Institution:** | Kingston University |
| **Teaching Institution:** | Kingston University |
| **Location:** | Kingston Business School, Kingston Hill RANEPA, Moscow |
| **Programme Accredited by:** | The Association of MBAs (AMBA) |

**SECTION2: THE PROGRAMME**

1. **Programme Introduction**

The Kingston MBA is delivered as a full-time and part-time programme at Kingston University, and as a part-time programme in Moscow, in collaboration with RANEPA. It is a general management post-experience programme designed for junior and mid-career professionals who are either looking to change their careers, enhance and develop their knowledge and skills for more senior positions in organisations, or are considering starting their own businesses. It comprises a set of 10 core modules and 2 electives. Academically rigorous, but with a strong practitioner focus, each core module will have an academic lead supported by a Visiting Fellow or known functional business specialist. There will be an integral skills package, focusing on ’the self’ with leadership development at its core. There will be career support throughout from a dedicated career coach.

While the programme retains its general management theme, there will be a strong emphasis of strategy and entrepreneurship. Recognising the need for business schools to address the issue of business ethics, sustainability and corporate social responsibility; it includes a core module on responsible management. In the course of the programme, the learner is introduced to the importance and pervasiveness of technology in all areas of business management, such as finance, operations, strategy, big data and business analytics and marketing through a series of activities and simulations.

The programme relies on a host of specialist resources such as SAP software, the Bloomberg Suite, the Behavioural Lab and Agile to enhance the learning experience of its learners. These resources are deployed across various modules as appropriate.

The programme also helps develop employment-ready learners through an integrated business experience in the form of a work placement. This integrated placement provides learners with an exciting opportunity to apply and develop their knowledge and skills in a real-world setting and/or study in another country, both of which enable them to develop their self-confidence and strengthen their CV. Learners undertaking such placement activities are in a stronger position to achieve their best in the final year of study, as well as gaining skills and experience that employers desire in today’s business world. Learners undertaking a work placement in an appropriate position may be able to include this placement as part of the three years of work experience required by the professional bodies.

The learner on the programme may join in many classes with the part time learners and will make a diverse cohort and for their electives may join diverse cohorts who could include full-time and part-time, UK and international learners. There is every attempt made to provide a balance between female and male learners in order to enhance greater inclusivity and diversity and to meet good practice supported by Kingston University.

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1. **Aims of the Programme**

The specific aims of the programme are to:

* provide learners with a broad foundation of education in the main management disciplines that is strategic and integrated in nature
* develop understanding of the theoretical concepts and technical skills relevant to management decision-making
* develop critical, analytical and consultancy skills
* provide a means of reflection on their professional practice and of professional development, in preparation for assuming strategic roles in organisations
* meet the QAA benchmarks and AMBA Accreditation criteria
* Give learners a head start on the employment ladder, preparing them for employment, further study and lifelong learning
1. **Intended Learning Outcomes**

The programme provides opportunities for learners to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced to the QAA Subject Benchmarks for Master's Degrees in Business and Management (2015), Type 3, The Framework for Higher Education Qualifications in England, Wales and Northern Ireland (2008), and the accreditation criteria set up by the Association of MBAs (AMBA) in their report *Ambassadors for MBA Quality,* and relate to the typical learner.

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| **Programme Learning Outcomes** |
|  | **Knowledge and Understanding**On completion of the course learners will be able to: |  | **Intellectual Skills**On completion of the course learners will be able to |  | **Subject Practical Skills**On completion of the course learners will be able to |
| A1 | Demonstrate an understanding of theoretical management knowledge and its strategic application to organisations | B1 | Demonstrate proficiency in the analysis and interpretation of a wide range of business data | C1 | Synthesise knowledge from across a range of business disciplines and relevant theoretical management knowledge and apply it to the analysis of complex business issues in a rapidly changing international business environment  |
| A2 | Demonstrate an understanding of Information and Knowledge Management Systems and the impact of technology upon business  | B2 | Critically appraise a range of relevant theoretical business management knowledge and apply it to the solution of business problems | C2 | Demonstrate proficiency in the analysis and interpretation of a wide range of business data  |
| A3 | Demonstrate an understanding of key factors and issues associated with the strategic analysis of the business and financial environment of organisations | B3 | Show a critical appreciation of the significance of recent advances and theoretical developments in business and their strategic implications  | C3 | Critically reflect and evaluate their own learning, performance and development and plan for their future career, personal and professional development  |
| A4 | Demonstrate an understanding of tactical and strategic significance of financial management function in organisations  | B4 | Demonstrate clarity of problem definition and scope, critical evaluation of a focused review of relevant literature, selection of appropriate methodology, proficiency in the collection, analysis and the ability to synthesise material in making relevant conclusions and recommendations for action  | C4 | Use a range of research and consultancy skills acquired through individual project work  |
| A5 | **Demonstrate an understanding of the issues and problems surrounding innovation management** | B5 | Demonstrate proficiency in the analysis and interpretation of a wide range of business data |  |  |
| A6 | Demonstrate an understanding of the characteristics of human behaviour in organisations and how managerial performance can be enhanced through effective human resource management |  |  |  |  |
| A7 | Demonstrate an understanding of key marketing concepts and how organisational performance can be enhanced by a marketing orientation |  |  |  |  |
| A8 | Demonstrate an understanding of the strategic contribution of effective Operations Management within organisations |  |  |  |  |
| A9 | Demonstrate an understanding of leading edge strategic scholarship and practice and their application to particular organisational contexts |  |  |  |  |
| A10 | Demonstrate an understanding of the quantitative and qualitative research methods and various techniques associated with the design and presentation of a research-based project  |  |  |  |  |
| A11 | Demonstrate an understanding of personal and professional development skills, techniques and tools to support their life-long learning process and their personal and professional development |  |  |  |  |

In addition to the programme learning outcomes identified overleaf, the programme of study defined in this programme specification will allow learners to develop a range of Key Skills as follows:

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| **Key Skills** |
| **Self Awareness Skills** | **Communication Skills** | **Interpersonal Skills** | **Research and information Literacy Skills** | **Numeracy Skills** | **Management & Leadership Skills** | **Creativity and Problem Solving Skills** |
| Take responsibility for own learning and plan for and record own personal development | Express ideas clearly and unambiguously in writing and the spoken work | Work well with others in a group or team | Search for and select relevant sources of information | Collect data from primary and secondary sources and use appropriate methods to manipulate and analyse this data | Determine the scope of a task (or project) | Apply scientific and other knowledge to analyse and evaluate information and data and to find solutions to problems |
| Recognise own academic strengths and weaknesses, reflect on performance and progress and respond to feedback | Present, challenge and defend ideas and results effectively orally and in writing | Work flexibly and respond to change | Critically evaluate information and use it appropriately | Present and record data in appropriate formats | Identify resources needed to undertake the task (or project) and to schedule and manage the resources | Work with complex ideas and justify judgements made through effective use of evidence |
| Organise self effectively, agreeing and setting realistic targets, accessing support where appropriate and managing time to achieve targets | Actively listen and respond appropriately to ideas of others | Discuss and debate with others and make concession to reach agreement | Apply the ethical and legal requirements in both the access and use of information | Interpret and evaluate data to inform and justify arguments | Evidence ability to successfully complete and evaluate a task (or project), revising the plan where necessary |  |
| Work effectively with limited supervision in unfamiliar contexts |  | Give, accept and respond to constructive feedback | Accurately cite and reference information sources | Be aware of issues of selection, accuracy and uncertainty in the collection and analysis of data | Motivate and direct others to enable an effective contribution from all participants |  |
|  |  | Show sensitivity and respect for diverse values and beliefs | Use software and IT technology as appropriate |  |  |  |

1. **Entry Requirements**

The MBA is a postgraduate, post-experience qualification. Applicants are normally expected to meet the following criteria:

* have a good first degree or equivalent qualification
* have relevant and appropriate work experience (normally a minimum of three years of relevant business and managerial experience for the full-time option, but substantially more for the part-time option).
* have shown progression and achievement in the professional career
* have demonstrated the motivation and potential for study at master’s level

In addition to the above, international learners whose first language is not English are normally required to demonstrate evidence of satisfactory competence by holding one of the following recognised qualifications:

* British Council International English Language Testing System (IELTS) test with an overall score of at least 6.5, but with no individual component less than 6.
* Test of English as a Foreign Language (TOEFL Test) with a minimum score of 600 with a written English test score of 6
* Computer based Test of English as a Foreign Language (TOEFL test) with a minimum score of 250 with an essay score of 5.

Candidates with non-standard qualifications may be considered. Evidence of satisfactory knowledge of the foundation subjects through the possession of an appropriate qualification, training, or work experience will be required.

1. **Programme Structure**

This programme is offered in full-time/part-time mode, and leads to the award of Master of Business Administration (MBA). Entry is at level 7 with 2 intakes per year; September and January. The programme will be delivered using a carousel design for part-time programme and block teaching for Moscow programmes.

**E1. Professional and Statutory Regulatory Bodies**

AMBA (The Association of MBAs)

**E2. Work-based learning, including sandwich programmes**

Part-time and executive learners are already in full employment and use their professional knowledge and experience to deepen their understanding of subject taught during the programme.

For those on the Full-Time programme, work placement could be an integral part of the 2 year degree and learners will receive support by the award winning KU Talent team.

Work placement is an integral part of the 2 year degree and learners will receive support by the award winning Careers and Employability Service.

While it is the responsibility of individual learners to secure such placements, the KU Talent support offers each learner support at all stages of the application process, including writing CVs, completing application forms, participating in mock interviews, assessment centre activities and psychometric tests. The process of applying for a placement gives learners the opportunity to experience a real-life, competitive job application process.

The business experience period enables learners to apply their learning in the real-world work environment, to reflect upon their own personal experience of working in an applied setting, to focus on aspects of this experience that they can clearly relate to theoretical concepts and to evaluate the relationship between theory and practice. Learners will be assessed during and at the end of this period, normally through a portfolio. This will be marked as pass/fail.

Learners who undertake work-based placements often benefit greatly from the experience, gaining real experience and work achievements to record on their CV, and also greater maturity and motivation.

**E3. Outline Programme Structure**

Due to the nature of the degree, the course is intensive and requires hard work and dedication.

This Programme is part of the University’s Postgraduate Regulations.

The MBA has a variant from the regulations that allows 15 credit modules (see Section J).

The minimum requirement for a Postgraduate Certificate is 60 credits, for a Postgraduate Diploma is 120 credits and a Master’s degree is 180 credits. In some instances the Postgraduate Certificate or Postgraduate Diploma may be the final award and Postgraduate Certificates and Postgraduate Diplomas may be offered to learners who only complete specified parts of a Masters degree. All learners will be provided with the Postgraduate Regulations.

The MBA modules are specific to the MBA only, with the possible exception of some electives, which may be shared with specialised Masters Courses within Kingston Business School or are offered by other adequately accredited MBA programmes outside the Faculty. This arrangement ensures that the integrity of the MBA cohort is preserved.

The MBA programme is structured in two parts:

* **Part I:** aims to develop a foundation in general management, including skills and perspectives across business function areas. It includes eight integrated subjects which develop the learners’ understanding of theory and practice to enable them to achieve a corporate perspective of their enterprise.
* **Part II**: aims to develop further practical management skills through the delivery of the Management Consultancy Project. It also includes two electives that may also be offered by other accredited MBA programmes.

Learners on the 2 year placement version of the programme should complete all of their taught modules and their project or dissertation by the end of September, and work in their placement area for a maximum of 12 months, starting in October. The learner should confirm that their placement opportunity is available by the end of July and the course team will confirm whether this is acceptable within two weeks. Learners on placement must complete a portfolio assessment which includes a reflection on how the theories they have learnt during their teaching year has helped them in their placement and demonstrate ability to apply their teaching in a real business situation.

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| **Level 7**  |
| **Compulsory modules** | **Module code** | **Credit** **Value** | **Level**  | **Teaching Block** |  |
| Big Data & Business Analytics | BB7591 | 15 | 7 | 1 |  |
| Organisations and Management in a Global Context | BH7579 | 15 | 7 | 1 and 2 |  |
| Career and Leadership Journey | BH7546 | None | 7 | 1 and 2 |  |
| Financial Management | BA7575 | 15 | 7 | 1 and 2 |  |
| Operations Management | BO7578 | 15 | 7 | 1 and 2 |  |
| Marketing Practice and Principles | BM7587 | 15 | 7 | 1 and 2 |  |
| Responsible Management | BS7579 | 15 | 7 |  2 |  |
| Strategic Management | BS7576 | 15 | 7 | 2 |  |
| Enterprise & Innovation | BS7710 | 15 | 7 | 2 |  |
| Management Consultancy Project | BB7028 | 30 | 7 | 1 and 2 |  |
| **Option modules** |  |  |  |  | **Pre-requisites** |
| Corporate Finance | BA7554 | 15 | 7 | 3 |  |
| Innovation Finance | BS7567 | 15 | 7 | 3 |  |
| Interactive Marketing | BM7585 | 15 | 7 | 3 |  |
| Winning and Retaining Customers | BM7549 | 15 | 7 | 3 |  |
| Change and Creativity  | BH7545 | 15 | 7 | 3 |  |
| Project Management | BB7564 | 15 | 7 | 3 |  |
| Global Business | BS7404 | 15 | 7 | 3 |  |
| Global Immersion | BH7582 | 15 | 7 | 2 |  |
| Development & Growth of SMEs | BS7564 | 15 | 7 | 3 |  |
| Top Management Team and Corporate Governance | BH7571 | 15 | 7 | 3 |  |
| Supply Chain & Logistics Management | BO7665 | 15 | 7 | 3 |  |
| Professional Placement | BA7777 | 60 | 7 | TB3- TB1 – TB2  |  |

* Learners exiting the programme with 60 credits are eligible for the award of PgCert
* Learners exiting the programme with 120 credits are eligible for the award of PgDip
1. **Principles of Teaching, Learning and Assessment**

Learners undertaking the MBA are mature adults who have been managers at various organisational levels. The role of the tutor is therefore that of a facilitator and manager of learning. Furthermore, learning on the MBA occurs not only, or mainly, in the classroom, but also at work and through interaction with peers on the course, both inside and outside the classroom. Classroom and related teaching and learning strategies have been designed to take the wider learning environment into account.

The following teaching and learning approaches are used:

* Tutor-led classroom sessions to facilitate the reinforcement of key concepts and principles which will have been provided in the associated open learning study packs and/or textbooks provided. Each module is led by an academic supported by a practitioner who contributes a minimum of five hours contact time with the participants.
* Learner-centred activities and participative learning via group exercises, computer laboratory practical sessions, case studies and presentations, problem-centred learning and discussion.
* Study groups to encourage and foster mutual support and sharing of learning and developing team work and leadership skills.
* Each core module has a core e-textbook that is supplemented by a course outline and briefing. There is online access to the Canvas Learning Management system to support study groups and individual learners.
* Learners are also encouraged to identify a workplace mentor or sponsor. This is particularly useful for full-time learners who would benefit from regular contact with the world of work.
* Business and Commercial English Language support is offered by the School of Languages to the full-time international learners with language difficulties.

The assessment arrangements for the MBA are based upon a selective mixture of formative and summative assessments. These include: work-related individual projects, coursework assignments, classroom presentations, reports and analyses based on practical problems, seen and unseen case studies, and group assessments based on wider issues. Some of these may include, where appropriate, 24hr submission deadlines to mirror the reality of business deadlines.

1. **Support for Learners and Their Learning**

The nature of the MBA learner is that support is provided through the Course Director. Learners have access to the full range of the university support services including BLASC (the Business and Law Academic Skills Centre) and English language support. MBA learners will also have a personal tutor.

Through a series of workshops and training sessions, each learner would receive support and guidance as how to position and job search, develop presentational and interview skills, learn self-awareness and emotional intelligence, work in teams, lead and develop negotiation skills. Each learner also undergoes personality profiling through an assessment centre at the start of their programme and would be advised as how to develop their professional and leadership skills with the help of a mentor or careers consultant during the course of their studies.

The Careers and Employability Service team provides valuable guidance in supporting learners with their placements, whether work, research, entrepreneurial or study abroad.

The Placement Tutor will visit during the placement and meet with the learner and work place supervisor.

1. **Ensuring and Enhancing the Quality of the Course**

The University has several methods for evaluating and improving the quality and standards of its provision. These include:

* External examiners
* Boards of Study with learner representation
* Annual Monitoring and Enhancement
* Periodic review undertaken at the subject level
* Learner evaluation
* Moderation policies
* Programme review by AMBA
1. **Employability Statement**

Most full-time learners undertake an MBA in order to advance, or to start new, careers at the end of the course. The Kingston MBA aims to provide them with the opportunity to enhance their capabilities in general management and their professional and personal development. The provision of career development workshops through the Leadership and Professional Development workshops offers further support to understanding themselves and the career options open to them. While the majority of the part-time (“executive”) MBAs are in employment when they start the course, they are also provided with opportunities for mid‑career reviews. Both the full-time and part-time MBA learners have access to a dedicated career coach.

Developing employable graduates is at the heart of this programme. The integrated work placement programme is designed to provide our learners with the best opportunities for obtaining employment at the end of their degree, providing skills and experience that employers are looking for in their work force. These are supported by the services of the KU Talent team providing drop-in and scheduled events to support learners in the preparation of CVs, applications and preparation for interviews and assessment centres.

1. **Approved Variants from the Undergraduate and Postgraduate Regulations**
2. **Approved variant to the RAF**

This programme is approved to use 15 credit modules

1. **Other sources of information that you may wish to consult**

QAA Benchmark statement:

<https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16>

The Kingston MBA programme has been accredited by The Association of MBAs (AMBA) since 1984. Delivery in Moscow was accredited by AMBA in 2000.

[http://www.ambaguide.com/find-an-accredited-programme/schools/united-kingdom/kingston-business-school,-kingston-university-london](http://www.ambaguide.com/find-an-accredited-programme/schools/united-kingdom/kingston-business-school%2C-kingston-university-london)

The Chartered Management Institute (CMI) offers successful Kingston MBA Graduates professional membership through the ‘qualified’ or ‘exemption routes’ to Chartered Manager.

<http://www.managers.org.uk/Individuals/Become-a-Member/Get-Chartered.aspx>

**Development of Programme Learning Outcomes in Modules**

This map identifies where the programme learning outcomes are summatively assessed across the modules for this programme. It provides an aid to academic staff in understanding how individual modules contribute to the programme aims, a means to help learners monitor their own learning, personal and professional development as the programme progresses and a checklist for quality assurance purposes. Include both core and option modules.

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| **Module code** | **Level 7** |
| **BB7591****BD&BA** | **BH7579****OMGC** | **BH7546****C&LJ** | **BO7578****OPM** | **BA7575****FM** | **BS7579****RM** | **BS7576****SM** | **BM7587****MKT** | **BS7710****E&I** | **BB7028****MCR** |
| **Knowledge & Understanding** | A1 | S | S | S | S | S | S | S | S | S | S |
| A2 | S |  |  |  |  |  | S |  |  | S |
| A3 |  | S |  |  | S  |  | S |  | S | S |
| A4 |  |  |  | S | S | S | S |  | S | S |
| A5 |  |  |  |  |  |  |  |  | S | S |
| A6 |  | S | S |  |  | S |  |  | S | S |
| A7 |  |  |  |  |  | S |  | S | S | S |
| A8 |  |  |  | S |  | S |  | S |  | S |
| A9 |  | S |  |  |  |  | S |  |  | S |
| A10 |  |  |  |  |  |  |  |  |  | S |
| A11 |  |  | S |  |  |  |  |  |  | S |
| **Intellectual Skills** | B1 | S |  |  |  | S | S | S | S | S | S |
| B2 | S | S |  | S |  | S | S | S | S | S |
| B3 | S | S |  | S | S | S | S | S |  | S |
| B4 |  |  | S | S | S | S | S |  | S | S |
| B5 | S | S |  |  | S | S | S | S | S | S |
| **Practical Skills** | C1 | S | S |  |  | S | S | S |  | S | S |
| C2 | S |  |  | S | S | S | S | S | S | S |
| C3 |  |  | S |  |  |  |  |  | S | S |
| C4 | S | S |  | S | S | S | S | S | S | S |

**Learners will be provided with formative assessment opportunities throughout the course to practice and develop their proficiency in the range of assessment methods utilised.**

**Technical Annex**

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| **Final Award(s):** | Master of Business Administration (MBA) |
| **Intermediate Award(s):** | Postgraduate Diploma in Business AdministrationPostgraduate Certificate in Business Administration |
| **Minimum period of registration:** | 1 year full-time; 2 years part-time |
| **Maximum period of registration:** | 3 years full-time; 4 years part-time |
| **FHEQ Level for the Final Award:** | Masters |
| **QAA Subject Benchmark:** | Masters Award in Business & Management Type 3 |
| **Modes of Delivery:** | Full-time and part-time  |
| **Language of Delivery:** | English |
| **Faculty:** | The Faculty of Business and Social Sciences |
| **JACS code:** | N200*This is the* [*Joint Academic Coding System*](https://www.hesa.ac.uk/component/content/article?id=1787) *(JACS) agreed jointly by UCAS and HESA.*  |
| **UCAS Code:** | N/A |
| **Course Code:** | PPMBA1MBA02 *(part-time)*PPMBR1MBR01 *(part-time RANEPA)*PFMBA1MBA01 (full-time)PPBAR1BAR02 (part-time EMBA)PFMBA1MBA99 (full – time with integrated placement) |