

Template C4



Programme Specification

Title of Course: *MBA Master of Business Administration*

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Version number	5
Faculty	Faculty of Business and Social Sciences
School	Kingston Business School
Department	Department of Management
Delivery Institution	

This Programme Specification is designed for prospective students, current students, academic staff and employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if they take full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes and content of each modules can be found in the course VLE site and in individual Module Descriptors.

SECTION 1: GENERAL INFORMATION

Award(s) and Title(s): <i>Up to 10 pathways</i>	MBA Master of Business Administration
Intermediate Awards(s) and Title(s): <i>There are 4 Intermediate awards for each pathway</i>	Postgraduate Diploma in Business Administration Postgraduate Certificate in Business Administration
Course Code <i>For each pathway and mode of delivery</i>	PPMBA1MBA02 PFMBA1MBA01
UCAS code <i>For each pathway</i>	N/A

RQF Level for the Final Award:	Masters
Awarding Institution:	Kingston University
Teaching Institution:	
Location:	Kingston Business School, Kingston Hill
Language of Delivery:	English
Modes of Delivery:	Full-time
Available as:	Full field
Minimum period of registration:	Full-time - 1
Maximum period of registration:	Full-time - 3
Entry Requirements:	<p>The MBA is a postgraduate, post-experience qualification. Applicants are normally expected to meet the following criteria:</p> <ul style="list-style-type: none"> • 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 <p>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:</p> <ul style="list-style-type: none"> • British Council International English Language Testing System (IELTS) test with an overall

	<p>score of at least 6.5, but with no individual component less than 6.</p> <ul style="list-style-type: none"> • 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. <p>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.</p>
Programme Accredited by:	The Association of MBAs (AMBA), AACSB
QAA Subject Benchmark Statements:	Masters Award in Business & Management Type 3
Approved Variants:	1. Approved variant to the RAF This programme is approved to use 15 credit modules
Is this Higher or Degree Apprenticeship course?	

For Higher or Degree Apprenticeship proposals only

Higher or Degree Apprenticeship standard:	n/a
Recruitment, Selection and Admission process:	n/a
End Point Assessment Organisation(s):	n/a

SECTION 2: THE COURSE

A. Aims of the Course

The Kingston MBA is delivered as a full-time and part-time programme at Kingston University, and as a part-time programme in Moscow. 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. During 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.

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

B. 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.

The programme learning outcomes are the high-level learning outcomes that will have been achieved by all students receiving this award. They must align to the levels set out in the ['Sector Recognised Standards in England'](#) (OFS 2022).

Programme Learning Outcomes					
	Knowledge and Understanding		Intellectual Skills		Subject Practical Skills
	On completion of the course students will be able to:		On completion of the course students will be able to		On completion of the course students will be able to
A8	Demonstrate an understanding of the strategic contribution of effective Operations Management within organisations	B5	Demonstrate proficiency in the analysis and interpretation of a wide range of business data	C4	Use a range of research and consultancy skills acquired through individual project work
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	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	C3	Critically reflect and evaluate their own learning, performance and development and plan for their future career, personal and professional development
A9	Demonstrate an understanding of leading-edge strategic scholarship and practice and their application to particular organisational contexts	B3	Show a critical appreciation of the significance of recent advances and theoretical developments in business and their strategic implications	C2	Demonstrate proficiency in the analysis and interpretation of a wide range of business data
A7	Demonstrate an understanding of key strategic marketing concepts and how organisational performance can be enhanced by use of digital tools.	B2	Critically appraise a range of relevant theoretical business management knowledge and apply it to the solution of business problems	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
A6	Demonstrate an understanding of the characteristics of human behaviour in organisations and how	B1	Demonstrate proficiency in the analysis and interpretation of a wide range of business data		

	managerial performance can be enhanced through effective human resource management				
A4	Demonstrate an understanding of tactical and strategic significance of financial management function in organisations				
A3	Demonstrate an understanding of key factors and issues associated with the strategic analysis of the business and financial environment of organisations				
A2	Demonstrate an understanding of Information and Knowledge Management Systems and the impact of technology upon business				
A1	Demonstrate an understanding of theoretical management knowledge and its strategic application to organisations				
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				
A5	Demonstrate an understanding of the issues and problems surrounding innovation management				

In addition to the programme learning outcomes, the programme of study defined in this programme specification will allow students to develop the following range of Graduate Attributes:

1. Creative Problem Solving
2. Digital Competency
3. Enterprise
4. Questioning Mindset
5. Adaptability
6. Empathy
7. Collaboration
8. Resilience
9. Self-Awareness

C. 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 Master's 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 will have completed all their taught modules and project within 13 months of their start date and will commence their placement thereafter. Placements must be secured and approved no less than three months before they are due to commence.

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

MBA Master of Business Administration

Level 7							
MBA Master of Business Administration							
Core modules	Module code	Credit Value	Level	Teaching Block	Pre-requisites	Full Time	Part Time
Enterprise and Innovation	BS7710	15	7	2			
Big Data and Business Analytics	BB7591	15	7	1			
CAREER AND LEADERSHIP JOURNEY	BH7546	0	7	1 and 2			
Digital Marketing Practice	BM7060	15	7	1			
Financial Management	BA7575	15	7	2			
Management Consultancy Project	BB7028	30	7	1 and 2			
OPERATIONS MANAGEMENT	BO7578	15	7	1			
Organisations and Management in a Global Context	BH7579	15	7	1			
RESPONSIBLE MANAGEMENT	BS7579	15	7	2			
Strategic Management	BS7576	15	7	2			
Optional Modules							
Change & creativity	BH7545	15	7	3			
Corporate Finance	BA7554	15	7	3			
Development and Growth of Small & Medium Enterprises (SMEs)	BS7564	15	7	3			
Global Business	BS7404	15	7	3			
GLOBAL IMMERSION	BH7582	15	7	2			
HIGH PERFORMANCE LEADERSHIP	BO7579	15	7	3			
Interactive Marketing	BM7585	15	7	3			
Professional Placement	BA7777	120	7	TB1- TB2 – TB3			
Project Management	BB7564	15	7	3			
Supply Chain & Logistics Management	BO7665	15	7	3			
TOP MANAGEMENT	BH7571	15	7	3			

TEAMS AND CORPORATE GOVERNANCE							
Venture Capital & Startup Fundraising	BS756 8	15	7	3			
Winning and Retaining Customers	BM754 9	15	7	3			

Level 7 information

Students have the option of completing 15 credits worth of optional modules as part of an exchange programme at an approved institution. In this case the student will achieve the credits towards their MBA but this will be non-graded and their overall classification will be calculated using the numerical grades from the other modules.

- 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

D. 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.

E. Support for Students 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.

F. 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
- MBA Advisory Board

G. Employability and work-based learning

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.

