Template C4

Programme Specification

Title of Course: *MBA Cyber for Business Leaders*

Date first produced	09/01/2024
Date last revised	19/01/2024
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Version number	6
Faculty	Faculty of Business and Social Sciences
School	Kingston Business School
Department	Department of Strategy, Marketing and Innovation
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): ***Up to 10 pathways***	MBA Cyber for Business Leaders
Intermediate Awards(s) and Title(s): ***There are 4 Intermediate awards for each pathway***	Postgraduate Diploma - Cyber for Business Leaders Postgraduate Certificate - Cyber for Business Leaders
Course Code ***For each pathway and mode of delivery***	PPCBL1CBL20 PFCBL1CBL20
UCAS code ***For each pathway***	

Award(s) and Title(s): ***Up to 10 pathways***	MBA MBA Cyber for Business Leaders with Professional placement
Intermediate Awards(s) and Title(s): ***There are 4 Intermediate awards for each pathway***	Postgraduate Diploma - Cyber for Business Leaders Postgraduate Certificate - Cyber for Business Leaders
Course Code ***For each pathway and mode of delivery***	
UCAS code ***For each pathway***	

RQF Level for the Final Award:	
Awarding Institution:	Kingston University
Teaching Institution:	
Location:	Kingston Hill
Language of Delivery:	English
Modes of Delivery:	Full-time Part-time With Professional Placement
Available as:	Full field
Minimum period of registration:	Full-time - 1 Part-time - 2 With Professional Placement - 2
Maximum period of registration:	Full-time - 2 Part-time - 4 With Professional Placement - 3

Entry Requirements:	The MBA – Cyber for Business Leaders 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). • 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.
Programme Accredited by:	The Association of MBAs (AMBA), AACSB
QAA Subject Benchmark Statements:	Master's degrees in business & management, March 2023 Computing, March 2022
Approved Variants:	Application for an extension of existing variant for MBA to use 15 credit modules has been submitted.
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

- provide learners a solid foundation of cybersecurity concepts relevant to business leaders and the strategic role of cybersecurity for different business functions in a technology-driven world.
- explore cutting-edge developments in cybersecurity and equip learners with the knowledge, skills, and mindset required to address cybersecurity leadership challenges effectively within a business context.
- 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 course outcomes are referenced to the relevant QAA subject benchmarks indicated [Master's Degrees in Business and Management, March 2023 and Computing, March 2022] and the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014) and relate to the typical student. The course provides opportunities for students to develop and demonstrate knowledge and understanding specific to the subject, key skills, and graduate attributes in the following areas:

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 On completion of the course students will be able to:		**Intellectual Skills** On completion of the course students will be able to		**Subject Practical Skills** On completion of the course students will be able to
A1	Demonstrate an understanding of theoretical management and cyber security for leaders 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 and technology issues in a rapidly changing international business environment
A2	Demonstrate understanding of information systems assurance including essential underpinning technologies, such as cryptographic techniques, to protect business information and systems effectively.	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 technological 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	C4	Use a range of research and consultancy skills acquired through individual project work

			relevant conclusions and recommendations for action		
A5	Demonstrate an understanding of the issues and problems surrounding innovation management	B5	Demonstrate critical thinking and analytical skills through the analysis and assessment of security vulnerabilities, risks, and safeguards in business organisations.	C5	Apply appropriate cyber resilience strategies and mitigation techniques for businesses, while critically considering ethical and legal implications
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 strategic marketing concepts and how organisational performance can be enhanced by use of digital tools.				
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				

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

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 Cyber for Business Leaders, 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 Postgraduate Certificate
- Learners exiting the programme with 120 credits are eligible for the award of Postgraduate Diploma

MBA Cyber for Business Leaders

Level 7							
MBA Cyber for Business Leaders							
Core modules	**Module code**	**Credit Value**	**Level**	**Teaching Block**	**Pre-requisites**	**Full Time**	**Part Time**
Enterprise and Innovation	BS7710	15	7	1		1	1
Big Data and Business Analytics	BB7591	15	7	1		1	1
CAREER AND LEADERSHIP JOURNEY	BH7546	0	7	1 and 2		1	1
Cyber for Leaders	CI7190	15	7	1		1	1
Digital Marketing Practice	BM7060	15	7	2		1	1
Financial Management	BA7575	15	7	2		1	1
Management Consultancy Project	BB7028	30	7	TY13		1	1

OPERATIONS MANAGEMENT	BO7578	15	7	1		1	1
Organisation Leadership in Cyber	CI7180	15	7	2		1	1
Organisations and Management in a Global Context	BH7579	15	7	2		1	1
RESPONSIBLE MANAGEMENT	BS7579	15	7	2		1	1
Strategic Management	BS7576	15	7	2		1	1
Optional Modules							
Professional Placement	BA7777	120	7	1 2 and 3		1	1

MBA MBA Cyber for Business Leaders with Professional placement

D. Principles of Teaching, Learning and Assessment

Learners undertaking the MBA Cyber for Business Leaders 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 teamwork and leadership skills.
- 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 Cyber for Business Leaders are based upon a selective mixture of formative and summative assessments. These include

authentic 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.

The programme is based around two core strands of learning: a comprehensive introduction to business and a focused specialisation in cyber with both linear development through the programme as well as horizontal linkages between the strands to reflect the holistic and interconnected nature of the curriculum. The business and management component is delivered by subject experts at Kingston Business School (KBS) and the cybersecurity specialism is delivered by subject experts at the School of Computer Science and Mathematics.

During the programme, students are exposed to industry-standard practices, simulations and software packages and the active learning environment enables students to develop team-working, negotiation, and presentation skills in a supportive environment with formative and peer feedback at the centre of the academic experience. Use is made of interactive sessions, where students have ample opportunities and access to facilities to develop the skills and knowledge necessary to be a competent business practitioner within the cyber sector. These practical skills and knowledge are contextualised through industry-based examples and evidenced by students developing relevant artefacts such as business reports, presentations and cyber security applications using appropriate technologies.

To maintain currency and ensure the programme prepares students for new and emerging changes in the field, the programme has an Advisory Panel which includes business and cybersecurity practitioners, who meet regularly with the course team to provide feedback on the curriculum and discuss new developments in the business sector. The programme is also accredited by AMBA and designed to meet their stringent requirements that business students are equipped with essential skills and knowledge to high standards, preparing graduates for success in the competitive global market. The School of Computer Science and Mathematics is an accredited NCSC Centre of Excellence bringing in the expertise of academics and an industry subject board offering diverse input in cybersecurity, computing, and cutting-edge technological developments. The input from the two schools shapes the curriculum for the programme, ensuring a balanced blend of managerial and technical content. This aligns the programme with industry needs, preparing leaders to navigate complex cyber challenges effectively.

Guest speakers are used throughout the programme to provide industry context and relevance, with employability initiatives delivered through the university's Careers and Employability Service, supported by the KBS and ECE employability partners providing opportunities for networking, exposure to career options and the chance to develop the skills needed for relevant graduate employment.

Students on this programme undertake learning journeys in two core areas: a comprehensive introduction to the business landscape in the context of high uncertainty and rapid technological change and a more focused specialisation in cyber technology for business leaders.

Core business concepts
The introduction to business journey provides comprehensible coverage and critical understanding in the core business areas of financial management, digital marketing, management in global context, operations management, and strategic management and how they are impacted by the volatility, uncertainty, and complexity of today's globally interconnected environment. The fundamental areas of business are supported by core modules providing students with essential digital and technology skills to enable them to effectively harness the power data driven decision making and mange technological change. These are complemented by modules to enhance the students' creativity, resilience, and entrepreneurial skills. The principles of sustainability, ethics and corporate social responsibility are embedded in a separate module and as well as across the other core modules to ensure students develop deep understanding of the underlying concepts and guiding principles.

Cyber for Business Leaders
The cyber for business leaders programme will introduce students to cryptographic techniques and equip them with tools to identify and assess security vulnerabilities, threats, and risks associated with network and system infrastructures used in business settings. Students will develop critical skills to enable them to manage the information security needs of business organisations and implement tailored cyber resilience strategies to enhance business preparedness and response to cyber incidents. The capstone management consultancy project will have a cyber focus to allow students to apply and consolidate their theoretical and practical knowledge of cybersecurity in a real-world business context, guided by business experts from KBS and cyber experts from CSM. This hands-on experience will enhance their understanding of cyber threats and challenges faced by organisations and give them an opportunity to integrate MBA concepts, such as strategic management, risk analysis, and decision-making with cybersecurity challenges.

The cross-module integration between the business and cyber strands would be supported by incorporating case studies and projects that explore real-world cyber challenges and active collaboration between KBS and CSM staff to foster a holistic understanding of the interconnectedness of cyber risks and business strategies. Students will have the opportunity to explore additional learning opportunities such as access to industry-leading cloud security training on AWS Foundations or professional cyber for business certification such as the Google Cybersecurity Professional Certificate https://www.coursera.org/professional-certificates/google-cybersecurity#about .

Student Assessment Journey
During the programme, students will acquire and hone the practical experience and skills necessary to be successful managers withing the complex world of technology, business, and cyber sector. This includes becoming proficient in a range of specialist software packages and complementing their entrepreneurial and business knowledge base with the development of a suite of transferable skills, including interpersonal, communication, self-reflection, and management consultancy skills.

Throughout the programme there is a significant emphasis on practical assessment, in terms of both developing and communicating business solutions, and the key assessment methods of presentation, report writing, and practical examinations which

are developed and extended in each strand. Assessments are underpinned with formative opportunities for practice, discussion, and feedback.

Presentations: students do group and individual presentations to develop and polish their skills in public speaking and communication.

Report writing students write reports for various contexts, developing their skill to communicate clearly in a variety of written formats. Students are strongly encouraged to make use of the Business and Social Sciences Academic Skills Centre to get feedback on their work in advance of submission. Students will develop the ability to write accurately and concisely, and gain experience in writing for different business audiences, from executive summaries aimed at busy managers, to full business reports aimed at analysts.

Practical work: a proportion of the curriculum will be delivered in a computer laboratory environment, developing students' competence and confidence in working with industry standard and specialist software in the workplace.

Professional Certification
To enhance and compliment their formal academic studies, students can achieve industry-recognised certification on AWS Foundations, Google Cybersecurity Professional Certificate and LinkedIn Learning Course Completion Certifications. They can also take practice assessments for project management qualifications such as the PRAXIS framework if they wish to pursue full certification after the course.

Independent Learning
Class contact time makes up only part of the activities for any module. Students are also required to undertake independent learning to complement the in-class content. This can be in the form of reviewing and preparing for lectures, practice using the software, completing assessments, and taking practice formative quizzes to monitor their own progress through the syllabus. Guidance will be provided on which activities will support learning for each module on the programme.

Inclusive Curriculum
The MBA Cyber for Business Leaders programme has integrated the principles of the University's Inclusive Curriculum Framework, to ensure inclusivity has been embedded throughout the academic cycle. Examples of these approaches include:

- Assessments and delivery patterns that support students who commute.
- Students are co-creators of their assessments, choosing their capstone project direction, selecting, choosing contemporary business and cyber cases to review and leading discussion in the classroom.
- Case studies and role models used in assessments reflect the diverse student body.
- Teaching spaces are set up in a carousel arrangement, so students are naturally positioned to discuss concepts in an inclusive manner.
- Students are provided with the dates of all assessments at the start of their programme so that they can manage their time. They are encouraged to

discuss any concerns with their module leader and personal tutor, who will support them in reflecting on their feedback to improve on further assessments.

E. Support for Students and their Learning

Students are supported by:

- Module leader for each module
- Personal tutor to advise on academic and non-academic issues.
- Course Director to help students understand the programme structure.
- Technical support to advise students on IT and the use of software.
- Student Support team
- An induction programme at the beginning of the programme
- Course Representatives and Student Voice Committees
- Student Academic Success Centres (available at the FBSS and ECE)
- Canvas – a versatile online interactive intranet and learning environment.
- Student support facilities that provide advice on issues such as finance, regulations, legal matters, accommodation, international student support etc.
- Students with disability - student support
- The Students' Union
- Careers and Employability Service
- Placement Tutor will visit during the placement and meet with the student and workplace supervisor.
- Guest speakers from other academic institutions, industry, and the cyber sector
- Remote and physical access to specialist equipment in the Cyber Security Lab
- LinkedIn Learning – professional training to support and complement the academic syllabus.
- The Cyber Digital Innovation Hub at Seething Wells would provide students with hands-on opportunities to explore emerging technologies while fostering collaboration with tech companies on real-world projects.

Students will be introduced to their personal tutor during induction week and will have the opportunity to meet with them regularly throughout the academic year. They will be able to provide academic guidance, write references and direct students to other sources of support as needed.

Further support is provided through the Course Director. Learners have access to the full range of the university support services including the Student Academic Success Centres and English language support.

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 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 workplace 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
- Student Voice Committee (SVC)
- Faculty Forums and the School Education Committee
- Annual Monitoring and Enhancement
- Continuous Monitoring of courses through the Kingston Course Enhancement Programme (KCEP+)
- Student evaluation including Module Evaluation Questionnaires (MEQs) and level surveys.
- Moderation policies
- Programme review by AMBA
- Advisory Board

G. Employability and work-based learning

Most full-time learners undertake an MBA to advance, or to start new, careers at the end of the course. The MBA Cyber for Business Leaders aims to provide them with the opportunity to enhance their capabilities in general management with cyber specialism as well as their professional and personal development. The provision of career development workshops through the Leadership and Professional Development employability support 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 Placements team in the Faculty of Business and Social Sciences, the ECE employability partner at the School of Computing and Mathematics, as well as the central Careers and Employability Service (CES). Whilst it is the responsibility of individual students to secure their own placement, we offer support in all stages of the application process through drop-in and scheduled events. These can be personalised to the students' needs from writing CVs and completing application forms to having mock interviews and assessment centre activities, giving students the opportunity to experience the competitive job application process. The placements and CES teams have good links with employers with positions available for students, but students are welcome to find their own placements.

The work experience enables students to apply their learning to the real-world environment of business and cyber industries, 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. Students who undertake a period of work experience often benefit greatly from the time spent within industry, with real experience and work achievements to record on their CV.

Work-based learning, including sandwich courses and higher or degree apprenticeships

n/a

H. Other sources of information that you may wish to consult

QAA Benchmark statements:

Business and Management:
https://www.qaa.ac.uk/docs/qaa/sbs/subject-benchmark-statement-business-and-management-masters-23.pdf?sfvrsn=3570a881_16

Computing:
https://www.qaa.ac.uk/docs/qaa/sbs/sbs-computing-22.pdf?sfvrsn=ebb3dc81_2

The Association of MBAs (AMBA)
http://www.ambaguide.com/find-an-accredited-programme/schools/united-kingdom/kingston-business-school,-kingston-university-london_

I. Development of Course Learning Outcomes in Modules

This table maps where course learning outcomes are **summatively** assessed across the modules for this course. It provides an aid to academic staff in understanding how individual modules contribute to the course aims, a means to help students monitor their own learning, personal and professional development as the course progresses and a checklist for quality assurance purposes.

Module Code		Level 7												
		BH7546	CI7190	BS7710	BS7579	CI7180	BS7576	BH7579	BA7575	BO7578	BM7060	BA7777	BB7028	BB7591
Knowledge &	A1	S	S	S	S	S	S	S	S	S	S		S	S
	A2		S	S		S	S	S			S		S	
	A3		S	S			S		S		S		S	

Understanding	A4		S	S	S		S		S	S	S		S	
	A5		S	S							S		S	
	A6	S		S	S	S		S			S		S	
	A7				S	S					S		S	
	A8				S			S		S			S	
	A9	S				S	S	S					S	
	A10						S						S	S
Intellectual Skills	B1			S	S		S		S		S		S	S
	B2		S	S	S	S	S	S		S	S		S	S
	B3		S		S	S	S	S	S	S	S		S	S
	B4	S	S	S	S	S	S		S	S			S	
	B5		S	S	S	S	S	S	S		S		S	S
Practical Skills	C1		S	S	S	S	S	S	S				S	S
	C2		S	S	S	S	S		S	S	S		S	S
	C3	S	S	S	S	S			S				S	
	C4		S	S		S	S	S		S	S		S	S
	C5		S			S			S				S	

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