

UNIVERSITY OF WALES VALIDATED DEGREE SCHEME:

PROGRAMME SPECIFICATION

FOR LONDON COLLEGE OF BUSINESS

1. Qualification	2. Programme Title
MBA	Master of Business Administration With pathways: <ul style="list-style-type: none">➤ Finance➤ Information Systems➤ Public Administration➤ Business Analysis➤ Logistics and Supply Chain➤ Hospitality Management

3. Teaching Institution	4. Programme Type
LONDON COLLEGE OF BUSINESS CAMPUS: BARKING AND BIRMINGHAM	Mode of study: FULL TIME Modular STUDY: COVERING 8 MODULES IN PART I AND DISSERTATION IN PART II.

5. Aims and Distinctive Features of the Programme

AIMS:

The main aim is to provide students with:

- High quality undergraduate and postgraduate education;
- Training and development of soft and job oriented skills;
- Promote intuitive and critical thinking;
- Appeal to different learning styles;
- Affordable education to all deserving meritorious students.
- Strengthen the curricular and extra-curricular program elements that distinguish its model of education, enhancing student interaction with faculty and staff and active student engagement with the learning environment
- Further enhance the excellence of its academic programs as well as the external perception of that excellence
- Serve the wider community by providing more mission-related programs to address community educational needs and making better use of campus facilities and resources
- Optimize enrolment size and mix of students
- Hire, support and retain the high quality faculty and staff
- Increase diversity amongst students, faculty and staff
- Engage all members of the campus community as stewards of its resources and in developing and increasing resources.

Special features:

The programme aims to enable students to:

1. Study a management curriculum that will provide a sound base in the key areas of business, whilst also offering the opportunity of a specialist pathway.
2. Create a dynamic learning environment that will tap into and build on previous experiences.
3. Develop a strategic, integrated and holistic perspective on organisations and management through a study of management at:
 - An individual, group and organisational behavioural level
 - A functional, process and strategic level
 - And through reflection on prior experience (both personal and within the cohort)
4. Prepare for a senior management career through the development of enhanced personal and interpersonal skills and, in particular, leadership capability and skills in facilitating change in organisation and business development.
5. Develop the critical thinking skills needed to analyse complex data and work dynamics.
6. Equip students with an advanced understanding of concepts and current and pervasive issues in business and management.
7. Develop the analytical and research skills needed to make logical arguments and creative contributions to improve business and management practice.
8. Be more self-aware of their strengths and aspirations so as to identify potential career development paths.
9. Follow a specialist pathway after completing the general modules in order to develop their own specific areas of interest.
10. Contribute to society at large by enhancing life-long learning skills and personal development.

The programme is structured to provide a strategic perspective on business and management, but, with the introduction of the specialist pathways, it is also designed to help students establish some autonomy over the content of their degree. The provision of a substantial dissertation (in total 60 credits) encourages students to pursue their own interests for career and business development. The dissertation will relate directly to the students' chosen specialist pathway. Students who do not wish to follow a specific pathway may opt for a general MBA and choose their elective modules from any of the available pathways.

The taught modules are designated as 15 credits level 7 modules. Hence students will study 8 modules. This is to enable sufficient study in depth whilst still recognising the need for a broad business programme that provides the knowledge and skills base for managers in today's dynamic world of international business, commerce, and public administration.

Language of Instruction: English

Assessment:

Assessment is an integral part of the teaching and learning process. The College supports the University of Wales modular assessment regulations and its requirement for controlled conditions to apply to part of the assessment of every module. Forms of assessment commonly used in controlled and non-controlled conditions assessment are: invigilated timed assignments including examinations, presentations, in-class tests, self and peer assessments, individual and group projects and supervised mini-projects, and dissertations. The range of assessments indicated have been incorporated to:

- Test the student's ability to integrate concepts theories and practice;
- Ascertain their learning strengths and weaknesses and continuing development needs;
- Expose students to a variety of assessment methods in order to promote the growth of their life-long learning skills.
- London College of Business's assessment regulations comply with the University of Wales postgraduate modular assessment regulations. Students are required to pass all taught modules to progress to Part 2. The module pass mark is 40% but students must achieve at least 35% in each separate assessment element with an overall average of at least 40%. A student may be permitted one further attempt at a module assessment resulting from a failure at the first attempt. In the event of a re-sit the module mark will be capped at 40% irrespective of the actual mark achieved in the module. Compensation and condonement are not normally permitted.

6. Criteria for Admission to the Programme (including relevant English language score required)

Applicants must possess:

1. Good first degree (normally at least 2.2 at honours level) from a recognised higher education institution, or equivalent professional qualification (e.g. accountancy). Non UK degrees must be listed on NARIC as recognised as equivalent to a UK honours degree.
2. For students who have not obtained a UK degree or for whom their degree programme was delivered and assessed in a language other than the English language in the home institution then:
 - An IELTS score of at least 6.5
 - A TOEFL score of 600 (computer version 250)
 - Or any equivalent English language qualification

Non standard entry for exceptional candidates who do not meet the above criteria must be authorised by the programme director (or nominee) and the University of Wales moderator. Candidates without a recognised degree are likely to have at least 5 years managerial experience.

Entry with credit

Entry with credit is extremely rare and is at the discretion of the University of Wales

7. Programme Learning Outcomes: What a Graduate Should Know and be able to do on Completion of the Programme

To gain the qualification the student will have demonstrated i) subject knowledge and understanding ii) cognitive skills iii) subject-specific practical and professional skills and iv) other general skills and capabilities specified in the learning outcomes for modules within the programme.

Knowledge and understanding in the context of the subject	Cognitive Skills	Subject-specific practical\professional skills	
<p><i>It is acquired through a range of modules at Part 1, and Part 2 (dissertation). The taught modules make a primary contribution to one or more knowledge and understanding outcomes as indicated below but most modules make additional contributions, which are identified separately in the module specifications. The primary contributions of the modules are identified below.</i></p> <p>1. The impact of contextual forces on organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance</p> <p><i>Acquisition of 1 is predominantly through the modules Finance for Managers, Managing Change in Organisations Behaviour, Business Marketing Strategy, Operations and</i></p>	<p>1. Critical thinking and creativity: managing creative processes in self and others; organising thoughts, analysis, synthesis, critical appraisal. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately.</p> <p>2. Problem solving and decision making: establishing criteria, using appropriate decision techniques including identifying, formulating and solving business problems; the ability to create, identify and evaluate options; the ability to implement and review decisions</p> <p>3. Information and knowledge: scanning and organising data, abstracting meaning from</p>	<p>1. Numeracy and quantitative skills including the use of models of business situations.</p> <p>2. Effective use of Communication and Information Technology (CIT)</p> <p>3. Two-way communication: listening, negotiating and persuading or influencing others; oral and written communication, using a range of media, including the preparation of business reports.</p> <p>4. Ability to conduct research into business and management issues</p>	

<p><i>Supply Chain Management, Human Resource Management, Managing Financial Systems and Institutions, Global Financial Markets and Investment, E-Commerce and Management Information Systems, Information Technology Audit with Data Management, Public Administration, Environment Issues, Eco Tourism and People Management, Research Methods and Dissertation</i></p> <p>2. Markets and customers: the development and operation of markets for resources, goods and services; customer expectations, service and orientation</p> <p><i>Acquisition of 2 is mainly through the modules Business Marketing Strategy, Operations and Supply Chain Management, Global Financial Markets and Investment, E-Commerce and Management Information Systems, Procurement and Distribution Logistics, Research Methods</i></p>	<p>information and sharing knowledge.</p>		
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Knowledge and understanding in the context of the subject	ii) Cognitive skills	iii) Subject-specific practical\professional skills	iv) General\transferable skills
<p><i>It is acquired through a range of modules at Part 1, and Part 2 (dissertation). The taught modules make a primary contribution to one or more knowledge and understanding outcomes as indicated below but most modules make additional contributions, which are identified separately in the module specifications. The primary contributions of the modules are identified below.</i></p> <p>3. The impact of contextual forces on organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance</p> <p><i>Acquisition of 1 is predominantly through the modules Finance for Managers, Managing Change in Organisations Behaviour, Business Marketing Strategy, Operations and Supply Chain Management, Human Resource Management, Managing Financial Systems and Institutions, Global Financial Markets and Investment, E-Commerce and Management Information Systems, Information Technology Audit with Data Management, Public Administration, Environment Issues, Eco Tourism and People Management, Research Methods and Dissertation</i></p> <p>4. Markets and customers: the development and operation of markets for resources, goods and services; customer expectations, service and orientation</p> <p><i>Acquisition of 2 is mainly through the modules Business</i></p>	<p>4. Critical thinking and creativity: managing creative processes in self and others; organising thoughts, analysis, synthesis, critical appraisal. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately.</p> <p>5. Problem solving and decision making: establishing criteria, using appropriate decision techniques including identifying, formulating and solving business problems; the ability to create, identify and evaluate options; the ability to implement and</p>	<p>5. Numeracy and quantitative skills including the use of models of business situations.</p> <p>6. Effective use of Communication and Information Technology (CIT)</p> <p>7. Two-way communication: listening, negotiating and persuading or influencing others; oral and written communication, using a range of media, including the preparation of business reports.</p> <p>8. Ability to conduct research into business and management issues</p>	<p>1. Personal effectiveness: self-awareness and self-management; time management; sensitivity to diversity in people and different situations; the ability to continue learning.</p> <p>2. Effective performance within a team environment and the ability to recognise and utilise individuals' contributions in group processes; team selection, delegation, development and management.</p> <p>3. Leadership and performance management: selecting appropriate leadership style for situations; setting targets,</p>

Marketing Strategy, Operations and Supply Chain Management, Global Financial Markets and Investment, E-Commerce and Management Information Systems, Procurement and Distribution Logistics, Research Methods and Dissertation

5. The concepts, processes and institutions in the production and marketing of goods and/or services; the management of resources and operations

Acquisition of 3 is by the modules, Business Marketing Strategy, Operations and Supply Chain Management, Quality and Integrated Logistics, Procurement and Distribution Logistics, Managing and Franchising International Resorts, Business Analysis Skills and Requirement Engineering, Enterprise Resource Planning and Technology Research Methods and Dissertation

6. The financing of the business enterprise or other forms of organisations: sources, uses and management of finance; use of accounting for managerial and financial reporting applications

Acquisition of 4 is by the modules, Finance for Managers, Managing Financial Systems and Institutions, Global Financial Markets and Investment, Procurement and Distribution Logistics, Managing and Franchising International Resorts, Business Analysis Skills and Requirement Engineering, Enterprise Resource Planning and Technology, Research Methods and Dissertation

7. The management and development of people within organisations: organisational theory, behaviour, HRM, change management

Acquisition of 5 is through the modules, Managing Change in Organisations Behaviour, Human Resource Management, Public Administration, Eco Tourism and People Management, Research Methods and Dissertation

8. The uses and limitations of quantitative methods

review decisions

6. Information and knowledge: scanning and organising data, abstracting meaning from information and sharing knowledge.

motivating, monitoring performance, coaching and mentoring, continuous improvement.

4. Ethics and value management: recognising ethical situations, applying ethical and organisational values to situations and choices.
5. Learning through reflection on practice and experience.
6. Exhibit and critically assess the skills required by employers.

for providing information and evaluating options in an uncertain business environment

Acquisition of 6 is provided by the modules Research and Statistical Methods, Operations and Supply Chain Management, Information Technology Audit with Data Management, Business Analysis Skills and Requirement Engineering, Research Methods and Dissertation

9. The development, management and exploitation of information systems and their impact on organisations

Acquisition of 7 is provided by MIS, Ecommerce and all modules

10. The use of relevant communication and information technologies for application in business and management within a global knowledge based economy

Acquisition of 8 is provided by MIS, knowledge and data management and all other modules

11. The development of appropriate business policies and strategies within a changing context to meet stakeholder interests.

Acquisition of 9 is provided by all modules

12. A range of contemporary and pervasive issues which may change over time. Illustrative examples may include innovation, creativity and enterprise; e-commerce, knowledge management; sustainability, business ethics, values and norms; globalisation

Acquisition of 10 is provided through all modules with a few special modules as MIS, IT audit, change managements, global financial markets, business strategy and may be studied in depth via a dissertation.

8. Qualities, Skills and Capabilities Profile

The educational and training goals of the programme seek to promote and demonstrate the following qualities, skills, capabilities and values in the student:

i) Intellectual

Once they are in professional practice, Masters graduates should be able to:

- consistently apply their knowledge and area specific and wider intellectual skills;
- deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to a range of audiences;
- be pro-active in recognising the need for change and have the ability to manage change;
- be adaptable, and show originality, insight, and critical and reflective abilities which can all be brought to bear upon problem situations;
- make decisions in complex and unpredictable situations;
- evaluate and integrate theory and practice in a wide range of situations;
- operate effectively in a variety of team roles and take leadership roles where appropriate;
- be self-directed and able to act autonomously in planning and implementing projects at professional levels;
- take responsibility for continuing to develop their own knowledge and skills.

ii) Practical

The purpose of these programmes is fourfold:

- the advanced study of organisations, their management and the changing external context in which they operate;
- preparation for and/or development of a career in business and management by developing skills at a professional or equivalent level, or as preparation for research or further study in the area;
- development of the ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve business and management practice;
- enhancement of lifelong learning skills and personal development so as to be able to work with self direction and originality and to contribute to business and society at large.

iii) Personal and Social

The MBA is defined as a career development generalist programme for those who have significant post graduation and relevant work experience on which the learning process should build. The experience required will be at least two years with the typical entrant having substantially more than this. The main emphasis of these programmes is on leadership through strategic management. Due to the maturity and work experience of the students, MBA programmes are expected to be different in their objectives, recruitment and pedagogical processes to other Masters degrees in business and management.

MBA degrees should be essentially generalist in nature although a limited amount of specialisation may be included.

9. Main Subjects, Levels, Credits and Qualifications

Programme structure

Finance Pathway

Part 1	<p>Compulsory Modules - all 15 credits</p> <p>Common Modules:</p> <ul style="list-style-type: none"> • Research and Statistical Methods • Finance for Managers • Managing Change in Organisations Behaviour • Business and Marketing Strategy • Operations and Supply Chain Management • Human Resource Management <p>Specialist Modules:</p> <ul style="list-style-type: none"> • Managing Financial Systems and Institutions • Global Financial Markets and Investment 	<p>Interim Awards:</p> <p>Postgraduate Certificate in Business Administration</p> <p>Credit requirements: 60 (drawn from any taught modules within MBA)</p> <p>Postgraduate Diploma in Business Administration</p> <p>Credit requirements: 120 (all drawn from taught modules on the programme)</p>
Part 2	<p><i>Compulsory modules</i></p> <hr/> <ul style="list-style-type: none"> • <i>Dissertation (60 credits)</i> <hr/>	<p><i>Prerequisite requirements</i></p> <hr/> <p>120 credits at level 7 (composed of taught modules on MBA)</p> <hr/> <p>Awards:</p> <p>Target/highest title: MBA</p> <p>Default title: N/A</p> <p><i>Credit requirements:</i></p> <p>MBA: 180 credits at level 7</p>

Information Systems Pathway

Part 1	<p>Compulsory Modules - all 15 credits</p> <p>Common Modules:</p> <ul style="list-style-type: none"> • Research and Statistical Methods • Finance for Managers • Managing Change in Organisations Behaviour • Business and Marketing Strategy • Operations and Supply Chain Management • Human Resource Management <p>Specialist Modules:</p> <ul style="list-style-type: none"> • E-Commerce and Management Information Systems • Information Technology Audit with Data Management 	<p>Interim Awards:</p> <p>Postgraduate Certificate in Business Administration</p> <p>Credit requirements: 60 (drawn from any taught modules within MBA)</p> <p>Postgraduate Diploma in Business Administration</p> <p>Credit requirements: 120 (all drawn from taught modules on the programme)</p>
Part 2	<p><i>Compulsory modules</i></p> <hr/> <ul style="list-style-type: none"> • <i>Dissertation (60 credits)</i> 	<p><i>Prerequisite requirements</i></p> <hr/> <p>120 credits at level 7 (composed of taught modules on MBA)</p> <hr/> <p>Awards:</p> <p>Target/highest title: MBA</p> <p>Default title: N/A</p> <p><i>Credit requirements:</i></p> <p>MBA: 180 credits at level 7</p>

Logistics and Supply Chain Management Pathway

Part 1	<p>Compulsory Modules - all 15 credits</p> <p>Common Modules:</p> <ul style="list-style-type: none"> • Research and Statistical Methods • Finance for Managers • Managing Change in Organisations Behaviour • Business and Marketing Strategy • Operations and Supply Chain Management • Human Resource Management <p>Specialist Modules:</p> <ul style="list-style-type: none"> • Quality and Integrated Logistics • Procurement and Distribution Logistics 	<p>Interim Awards:</p> <p>Postgraduate Certificate in Business Administration</p> <p>Credit requirements: 60 (drawn from any taught modules within MBA)</p> <p>Postgraduate Diploma in Business Administration</p> <p>Credit requirements: 120 (all drawn from taught modules on the programme)</p>
Part 2	<p><i>Compulsory modules</i></p> <hr/> <ul style="list-style-type: none"> • <i>Dissertation (60 credits)</i> <hr/>	<p><i>Prerequisite requirements</i></p> <hr/> <p>120 credits at level 7 (composed of taught modules on MBA)</p> <hr/> <p>Awards:</p> <p>Target/highest title: MBA</p> <p>Default title: N/A</p> <p><i>Credit requirements:</i></p> <p>MBA: 180 credits at level 7</p>

Public Administration Pathway

Part 1	<p>Compulsory Modules - all 15 credits</p> <p>Common Modules:</p> <ul style="list-style-type: none"> • Research and Statistical Methods • Finance for Managers • Managing Change in Organisations Behaviour • Business and Marketing Strategy • Operations and Supply Chain Management • Human Resource Management <p>Specialist Modules:</p> <ul style="list-style-type: none"> • Public Administration • Environment Issues 	<p>Interim Awards:</p> <p>Postgraduate Certificate in Business Administration</p> <p>Credit requirements: 60 (drawn from any taught modules within MBA)</p> <p>Postgraduate Diploma in Business Administration</p> <p>Credit requirements: 120 (all drawn from taught modules on the programme)</p>
Part 2	<p><i>Compulsory modules</i></p> <hr/> <ul style="list-style-type: none"> • <i>Dissertation (60 credits)</i> <hr/>	<p><i>Prerequisite requirements</i></p> <hr/> <p>120 credits at level 7 (composed of taught modules on MBA)</p> <hr/> <p>Awards:</p> <p>Target/highest title: MBA</p> <p>Default title: N/A</p> <p><i>Credit requirements:</i></p> <p>MBA: 180 credits at level 7</p>

Hospitality Management Pathway

Part 1	<p>Compulsory Modules - all 15 credits</p> <p>Common Modules:</p> <ul style="list-style-type: none"> • Research and Statistical Methods • Finance for Managers • Managing Change in Organisations Behaviour • Business and Marketing Strategy • Operations and Supply Chain Management • Human Resource Management <p>Specialist Modules:</p> <ul style="list-style-type: none"> • Eco Tourism and People Management • Managing and Franchising International Resorts 	<p>Interim Awards:</p> <p>Postgraduate Certificate in Business Administration</p> <p>Credit requirements: 60 (drawn from any taught modules within MBA)</p> <p>Postgraduate Diploma in Business Administration</p> <p>Credit requirements: 120 (all drawn from taught modules on the programme)</p>
Part 2	<p><i>Compulsory modules</i></p> <hr/> <ul style="list-style-type: none"> • <i>Dissertation (60 credits)</i> <hr/>	<p><i>Prerequisite requirements</i></p> <hr/> <p>120 credits at level 7 (composed of taught modules on MBA)</p> <hr/> <p>Awards:</p> <p>Target/highest title: MBA</p> <p>Default title: N/A</p> <p><i>Credit requirements:</i></p> <p>MBA: 180 credits at level 7</p>

Business Analysis Pathway

Part 1	<p>Compulsory Modules - all 15 credits</p> <p>Common Modules:</p> <ul style="list-style-type: none"> • Research and Statistical Methods • Finance for Managers • Managing Change in Organisations Behaviour • Business and Marketing Strategy • Operations and Supply Chain Management • Human Resource Management <p>Specialist Modules:</p> <ul style="list-style-type: none"> • Business Analysis Skills and Requirement Engineering • Enterprise Resource Planning and Technology 	<p>Interim Awards:</p> <p>Postgraduate Certificate in Business Administration</p> <p>Credit requirements: 60 (drawn from any taught modules within MBA)</p> <p>Postgraduate Diploma in Business Administration</p> <p>Credit requirements: 120 (all drawn from taught modules on the programme)</p>
Part 2	<p><i>Compulsory modules</i></p> <hr/> <ul style="list-style-type: none"> • <i>Dissertation (60 credits)</i> <hr/>	<p><i>Prerequisite requirements</i></p> <hr/> <p>120 credits at level 7 (composed of taught modules on MBA)</p> <hr/> <p>Awards:</p> <p>Target/highest title: MBA</p> <p>Default title: N/A</p> <p><i>Credit requirements:</i></p> <p>MBA: 180 credits at level 7</p>

Note:

Students not wishing to follow a specific award pathway may opt for a general MBA by studying the five common modules together with any two modules from the specialist pathways, subject to availability and timetable constraints.

10. Teaching and Learning Strategy : Details of how the Scheme will be Delivered

The teaching and learning and assessment strategy of the College encourages students to take responsibility for aspects of their learning and staff to take responsibility for facilitating that learning. The balance of student and staff responsibility varies according to individual student profiles, academic level and according to the nature of the learning outcomes the students are expected to meet. Ultimately, the aim of this programme is to enable students to progress to a high level of autonomy in learning and thus engender life-long learning within a socially inclusive environment.

To achieve this a variety of learning approaches have been integrated throughout the programme with an overall emphasis on active student participation. Guided learning (including lectures, tutorials, seminars, workshops, visiting speakers, organisational visits, on-line and networked learning, electronic workshops and conferencing, case studies), group learning and independent learning are used throughout the programme with the level of independence increasing as the student moves through the programme from Part 1 to Part 2.

The teaching and learning methods used in the programme intend to challenge the existing perspectives of the students and encourage creative thinking. Thus many of the approaches used, including those that are case based, set concepts and problems in a wide range of contexts to add depth and complexity and to ensure an applied focus. Group learning approaches also challenge students in a number of ways.

Teaching is based on research literature, professional experience and use of debate and discussion. Through didactic pedagogy students are challenged to defend their thinking. The dissertation allows students to explore a substantial issue utilising appropriate concepts, frameworks and methodologies in a highly independent manner.

All students will undertake a dissertation that amounts to approximately 400 hours of independent learning. This work may involve in-company research on an employed or non-employed basis. The College does not arrange placements (or internships) and these are regarded as the responsibility of the student who may wish to use this opportunity for career development purposes. The subject of the dissertation will directly relate to the student's chosen specialist pathway.

There are two methods for delivery of the MBA, classroom (face-to-face) and online. The online method is delivered via an internet based learning management environment which includes live video conference lectures and tutorials, recorded lectures, written materials, web-links.

The classroom based as well as the online MBA can be studied for full-time (four modules per semester) or part-time (two modules per semester). A full-time student can finish the whole MBA in one year, although it is preferable that they spend longer on their dissertation. A part-time student would typically finish within two years.

All students have access to the University of Wales' online library.

13. Assessment

Main Features of the Programme's Overall Assessment Scheme

Assessment is an integral part of the teaching and learning process. The College supports the University of Wales modular assessment regulations and its requirement for controlled conditions to apply to part of the assessment of every module. Forms of assessment commonly used in controlled and non-controlled conditions assessment are: invigilated timed assignments including examinations, presentations, in-class tests, self and peer assessments, individual and group projects and supervised mini-projects, and dissertations. The range of assessments indicated have been incorporated to:

- Test the student's ability to integrate concepts theories and practice;
- Ascertain their learning strengths and weaknesses and continuing development needs;
- Expose students to a variety of assessment methods in order to promote the growth of their life-long learning skills.

London College of Business's assessment regulations comply with University of Wales postgraduate modular assessment regulations. Students are required to pass all taught modules to progress to Part 2. The module pass mark is 40% but students must achieve at least 35% in each separate assessment element with an overall average of at least 40%. A student may be permitted one further attempt at a module assessment resulting from a failure at the first attempt. In the event of a re-sit the module mark will be capped at 40% irrespective of the actual mark achieved in the module. Compensation and condonement are not normally permitted.

The core modules *Finance for Managers* and *Operations and Supply Chain Management* are assessed by a three hour closed book exam at the end of the module, whereas the core modules *Research and Statistical Methods*, *Managing Change in Organisations Behaviour*, *Business and Marketing Strategy*, and *Human Resource Management* are assessed through multiple written assignment submissions during the course of the module.

The specialization modules *E-Commerce and Management Information Systems* and *Enterprise Resource Planning and Technology* are assessed through multiple assignment submissions during the course of the module.

The rest of the specialization modules are assessed by a 2 hour closed book exam as well as a written assignment.

14. Benchmark Statement

List the QAA Benchmark Statement(s) consulted as part of the programme design process:

Key sections from the benchmark statements are summarised below

The overall objective of Masters in business and management programmes is to educate individuals as managers and business specialists, and thus to improve the quality of management as a profession. Masters programmes add value to first degrees by developing in individuals an integrated and critically aware understanding of management and organisations, and assist them to take effective roles within them. The purpose of these programmes is fourfold:

- the advanced study of organisations, their management and the changing external context in which they operate;
- preparation for and/or development of a career in business and management by developing skills at a professional or equivalent level, or as preparation for research or further study in the area;
- development of the ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve business and management practice;
- enhancement of lifelong learning skills and personal development so as to be able to work with self direction and originality and to contribute to business and society at large.

While there is an expectation that all general business and management masters degree programmes should cover the above purposes, the actual balance will vary among individual HEI's and may also reflect the requirement for recognition by particular professional bodies. The particular balance should be explicable and demonstrable in terms of the specified learning outcomes of particular programmes.

Relevant knowledge, understanding and skills

There is an expectation that "generalist" degree programmes covered by these benchmark standards should provide broad, analytical and integrated study of business and management. The "specialist" programmes will be expected to set the specialism within the context of the broader field of business and management. All Masters graduates will therefore be able to **demonstrate relevant knowledge and understanding of organisations**, the **external context** in which they operate and how they are **managed**. There is likely to be an emphasis on understanding and responding to change and consideration of the future of organisations and the external context in which they operate.

Graduates will be able to demonstrate an appropriate range of **cognitive, critical and intellectual skills, research skills** and relevant **personal and interpersonal skills**. For programmes that are designed to prepare participants for professional practice, graduates should also be able to demonstrate professional competence.

Learning, teaching and assessment

There should be a learning and teaching strategy which makes demonstrable and explicit the appropriateness of the learning and teaching methods used in relation to the anticipated learning outcomes and skills being developed, linked to the mode of delivery and the student profile. All modes are expected to develop an independent learning culture and to be a challenging learning experience. There should be integration between theory and practice by a variety of means according to the type of degree and mode of delivery. Where appropriate, participants are expected to capitalise on their current and prior experiences. The strategy should make available opportunities for participants to reflect on their knowledge, experience and practice, particularly

through a process of peer interaction. This should also lead to participants being able to modify and develop their own, and others, business practices. A dissertation or project can be particularly important in this context.

There should be an assessment strategy which makes explicit and demonstrable the appropriateness of the assessment methods used in relation to the learning and teaching strategy adopted and to the anticipated learning outcomes and skills being developed. The strategy should also reflect the varied backgrounds of the participants and the characteristics of each type of course.

Overall the assessment methods should aim to assess achievement, both formatively and summatively, over the whole degree programme. It is recognised however that achievement of some components may be difficult to assess. Nevertheless graduates will be expected to have achieved Masters level in knowledge, understanding and skills taken as a whole.

Standards of achievement

Masters degrees in the business and management field are awarded to students who have demonstrated during their programme:

- a systematic understanding of relevant knowledge about organisations, their external context and how they are managed;
- application of relevant knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation;
- a critical awareness of current issues in business and management which is informed by leading edge research and practice in the field;
- an understanding of appropriate techniques sufficient to allow detailed investigation into relevant business and management issues;
- creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in business and management;
- ability to acquire and analyse data and information, to evaluate their relevance and validity, and to synthesise a range of information in the context of new situations;
- conceptual understanding that enables the student to evaluate the rigour and validity of published research and assess its relevance to new situations, extrapolate from existing research and scholarship to identify new or revised approaches to practice, conduct research into business and management issues that requires familiarity with a range of business data, research sources and appropriate methodologies, and for such to inform the overall learning process, and communicate effectively both orally and in writing, using a range of media.

Once they are in professional practice, Masters Graduates should be able to:

- consistently apply their knowledge and area specific and wider intellectual skills;
- deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to a range of audiences;
- be pro-active in recognising the need for change and have the ability to manage change;
- be adaptable, and show originality, insight, and critical and reflective abilities which can all be brought to bear upon problem situations;
- make decisions in complex and unpredictable situations;
- evaluate and integrate theory and practice in a wide range of situations;
- operate effectively in a variety of team roles and take leadership roles where appropriate;

- be self-directed and able to act autonomously in planning and implementing projects at professional levels;
- take responsibility for continuing to develop their own knowledge and skills

Programme Framework

There is a very wide and rich diversity of Masters programmes in business and management in the UK. These range from specialist Masters in functional areas (such as marketing, human resource management, etc), research training degrees, to generalist programmes designed for new graduates at the career entry stage and for experienced individuals seeking to develop their strategic management capabilities through undertaking an MBA degree. There are likely to be considerable differences in target markets, purposes, knowledge and skills, and intended outcomes for different categories of programme.

The range of UK Masters programmes have a set of characteristics that may be identified as:

- Entry qualifications: cognate or relevant first degree/qualification or not.
- Prior experience: none required or in employment or several years relevant experience.
- Career stage: career entry or career development/change or acceleration.
- Programme content: specialist or generalist.
- Learning approach: in-depth theoretical emphasis or in-depth practice emphasis or broad theory into practice or professional orientation.
- Learning mode: a wide variety including full time, part time, distance, open, modular, mixed, etc.
- Assessment: emphasis ranging from traditional (examinations, assignments) to work based assessment.

The MBA is defined as a career development generalist programme for those who have significant post graduation and relevant work experience on which the learning process should build. The experience required will be at least two years with the typical entrant having substantially more than this. The main emphasis of these programmes is on leadership through strategic management. Due to the maturity and work experience of the students, MBA programmes are expected to be different in their objectives, recruitment and pedagogical processes to other Masters degrees in business and management.

MBA degrees should be essentially generalist in nature although a limited amount of specialisation may be included.

Knowledge, Understanding and skills

Graduates will have been able to ground their new knowledge within the base of their professional experience. They will be able to reflect on and learn from that prior experience and thus be able to integrate new knowledge with past experience and apply it to new situations. They will be able to challenge preconceptions and to remove subject and functional boundaries so as to handle complex situations holistically. They should also have particular strengths in analysing, synthesising and solving complex unstructured business problems. In addition to being able to communicate their findings, they should have developed the skills to implement agreed solutions effectively and efficiently. They should therefore have strongly developed interpersonal skills and to be able to interact effectively with a range of specialists.

Learning, Teaching and Assessment

MBA programmes will have a broad mix of participants with a wide range of experience. Although covering the fundamentals of a range of disciplines, much of the knowledge content will have a strategic focus while the skills component should develop an enterprise culture. The learning and teaching methods are therefore likely to be intensive and challenging with an expectation of

considerable autonomous learning. In addition to being familiar with recent research, graduates will also be familiar with leading-edge practice based on rigorous evidence. Programmes are likely to include a significant group work element during which participants should be able to develop further their own knowledge and experience through drawing on the experiences of others, whatever the mode of delivery.

15. Key Skills Mapping

A mapping exercise should be conducted to demonstrate how the key skills identified by the TVDB are being developed, assessed and recorded within validated programmes. The key skills identified by the Board are:

<i>Compulsory modules:</i>	COMMUNICATION	IT&IS	WORKING WITH OTHERS	PROBLEM SOLVING	STUDY SKILLS	EMPLOYABILITY
Research and Statistical Methods	✓	✓	✓	✓	✓	✓
Finance for Managers	✓	✓		✓	✓	✓
Managing Change in Organization Behaviour	✓		✓		✓	✓
Business and Marketing strategy	✓		✓		✓	✓
Operations and Supply Chain Management	✓	✓	✓	✓	✓	✓
Human Resource Management	✓		✓	✓	✓	✓
Research Methods and Dissertation	✓	✓	✓	✓	✓	✓
<i>Finance Pathway:</i>						
Managing Financial Systems and Institutions	✓	✓	✓	✓	✓	✓
Global Financial Markets and Investment	✓	✓	✓	✓	✓	✓
<i>Information Systems Pathway:</i>						
E-Commerce and Management Information Systems	✓	✓	✓	✓	✓	✓
Information Technology Audit with Data Management	✓	✓	✓	✓	✓	✓
<i>Logistics and Supply Chain Management Pathway:</i>						
Quality and Integrated Logistics	✓	✓	✓	✓	✓	✓
Procurement and Distribution Logistics	✓	✓	✓	✓	✓	✓
<i>Public Administration Pathway:</i>						
Public Administration	✓	✓	✓		✓	✓
Environment Issues	✓	✓	✓		✓	✓
<i>Hospitality Management Pathway</i>						
Eco Tourism and People Management	✓	✓	✓	✓	✓	✓
Managing and Franchising International Resorts	✓	✓	✓		✓	✓
<i>Business Analysis Pathway</i>						
Business Analysis Skills and Requirement Engineering	✓	✓	✓	✓	✓	✓
Enterprise Resource Planning and Technology	✓	✓	✓	✓	✓	✓

14. Date the Programme specification was amended:

07 December 2011

