University of Hertfordshire UH

Hertfordshire Business School

Title of Programme: Master of Business Administration

Programme Code: BSNMBA

Programme Specification

This programme specification is relevant to students entering:
 01 January 2021

Associate Dean of School (Academic Quality Assurance):
Veronica Earle

Signature

_____

Summary of amendments to the programme

Date	Section	Amendment

If you have any queries regarding the changes please email AQO@herts.ac.uk

Programme Specification   Master of Business Administration

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

Section 1

Awarding Institution/Body	University of Hertfordshire
Teaching Institution	University of Hertfordshire
University/partner campuses	de Havilland
Programme accredited by	Not applicable
Final Award (Qualification)	Masters
All Final Award titles (Qualification and Subject)	Master of Business Administration MBA (Human Resources) MBA (Entrepreneurship) MBA (Digital Marketing) MBA (Financial Services) MBA (Healthcare) MBA (Public Services) MBA (Sustainable Industries) MBA (Data Analytics) MBA (Project Management) MBA (Management Consultancy) MBA (Information Systems)
FHEQ level of award	7
Language of Delivery	English

A. Programme Rationale

This programme is designed as a generalist master programme, based on any discipline with a first degree but with little or no work experience aimed at preparing individuals for employment either related to their first-degree discipline or in a management role. The programme is designed to develop master's level knowledge and skills in business and management subjects, to enhance learners' competence, ability and employability by building on their first degree. The emphasis of the programme is on leadership through strategic management. Additionally, there is a distinctive, action-based professional orientation to the curriculum. Graduates will develop a sound understanding of business/organisational contexts and thus should be able to make an early and significant contribution to their employer. The programme provides critical and applied study of contemporary and cutting-edge management theory, delivered through real business problems.

The MBA journey begins through engagement with the knowledge, understanding and critical awareness of the essential functions and processes of business enterprises, their diverse nature and governance, and the ethical dilemmas their senior managers face as they consider the complex external environments within which the organisations operate. In a curriculum informed by research active faculty, the core business areas of human resources management, financial management, strategic management, operations and marketing include coverage of diversity, business ethics, corporate governance, evolutionary economics, entrepreneurial mind-sets and digital media.

The students registered in the programme have the option to select one of the available 'specialisms' (from here referred to as professional 'fields': "a particular branch of study or sphere of activity or interest."). These fields are sectoral and while the program remains generalist in nature, they allow students to gain deeper understanding of specific industries/sectors of their interest, by conducting research and analysis on their

University of Hertfordshire **UH**

chosen field, if they wish. In order to focus on a specialism field, the MBA includes two core modules which enable students to design and undertake independent pieces of research—'Strategic Management Research' and 'Executive Career and Professional Development'.

The curriculum is underpinned throughout by the academic research, consultancy and professional practice undertaken by the School's researchers. Through several modules and peripheral activities, students have the opportunity to engage and collaborate with business and / or social enterprises. Throughout the programme, MBA students will benefit from guest lectures delivered by business practitioners as well as networking opportunities with MBA Alumni and business associates.

B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in UPR TL03.

This programme aims to:
- deliver a contemporary, critical, integrated and applied programme of study at postgraduate level within the area of Business and Management;
- equip students with the analytical and personal skills to deal with complex issues systematically, creatively, and responsibly, and make sound judgements in the absence of complete data;
- offer opportunities for students to demonstrate leadership and entrepreneurship in tackling and solving problems, and to act autonomously in planning and implementing tasks at a professional or equivalent level;
- provide theoretical grounding in approaches to research, supporting a practical understanding of how established research methods can be applied to develop and interpret knowledge of direct relevance to the challenges faced by both multinational corporations and SMEs.

C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
A1- Analyse a broad range of organisations and the external context within which they operate A2 – Assess the inter-relatedness of internal aspects of organisations A3 – Evaluate how organisations may innovate, create value, manage financial and operational risk and strategically respond to forces and changes in the environment A4 – Research and analyse the pervasive debates, issues and new insights affecting organisations	Acquisition of knowledge and understanding is through a combination of lectures, tutorials and workshops, outside visits, external speakers. Workshops may include simulations, role play case studies, external speakers and live projects. Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	Knowledge and understanding are assessed through a range of assessment techniques. At **Stage One** the emphasis is on developing broad knowledge and understanding of business survival in complex environments, the tools, models and techniques for their analyses and development of new insights and critical awareness. Assessment will thus be predominantly 'live' problem or case study orientated with emphasis on testing the acquisition of core knowledge and its application through reports,

University of Hertfordshire UH

A5 – Critically examine theories of leadership and strategy, evaluating their relationship to each other, and their influence on the organisation A6 – Evaluate the limitations of different forms of data and use different research approaches, qualitative and quantitative business research methods and analytical tools for the investigation of business issues		essays, closed-book timed assessment, and reflective writing. **Stage Two** will have greater emphasis on integration of applications of theoretical perspectives, leadership and entrepreneurship on critical evaluation of live projects. Assessments will vary from critical case reports, written and oral presentation of business cases, and reflective business logs. A6 is supported in the Strategic Management Research and Executive Career and Professional Development modules and assessed in reports produced for these modules. **Each stage** will require a combination of assessment but the emphasis will transfer from applying integrated knowledge and understanding to critical application, synthesis and integration.
Intellectual skills:	Teaching/learning methods & strategies	Assessment
B1- Critically analyse relevant academic management and leadership theories and apply models, tools and techniques for the critical evaluation of real business issues B2 –Evaluate personal skills and practice. B3 - Recognise and address ethical dilemmas and CSR issues, applying ethical and organisational values to situations and choices B4 – Apply skills of research, analysis and interpretation appropriate for identifying business opportunities and challenges.	Intellectual skills are developed through the methods and strategies outlined in section A, above. Analytical, integrative and problem solving skills are further developed through the investigation of a real business venture. From the outset self-awareness and intellectual skills are developed through experiential learning and reflective writing. Opportunities to apply these skills to realistic business situations are integral to the programme and culminate in the Strategic Management Research and the Executive Career and Professional Development modules of the programme. The learner is encouraged to develop intellectual skills further by independent study	Intellectual skills from B1-B4 are assessed through a combination of in-course assessments, and reflective writing assignments as in A above. B2 is specifically addressed through the reflective component of a range of module assignments, including reflective essays and a detailed portfolio detailed in the Executive Career and Professional Development module. B3 is assessed within several modules, in assignments ranging from critical essays to practical applications. Ethical research practices are developed and used in a number of modules.

University of
Hertfordshire UH

		B4 is specifically supported in the Strategic Management Research and Executive Career and Professional Development modules and assessed in reports produced for these modules.
Practical skills:	**Teaching/learning methods & strategies**	**Assessment**
C1- Be creative and entrepreneurial and manage the creative process in self and others C2 - Conduct research into business issues both individually and as a team C3 - Use information and knowledge effectively C4 – Effectively apply numeracy skills and quantitative skills C5 – Enhance research and communication through ICT / digital media C6 – Deploy operations management skills effectively	Practical skills are developed through the methods and strategies outlined in section A, above. C2 is developed through the Strategic Management Research and the Executive Career and Professional Development modules . C5 is developed by use of Canvas to communicate with lecturers and fellow students, and by use of computers available in the Learning Resources Centre, as well as through formal teaching. C4 –C6 are developed in the community and business projects	Practical skills are assessed through a range of assignments built into individual modules which have oral or written presentations as outcomes as in A above. C2-C5 skills are assessed in reports and essays for several modules but in particular in the Strategic Management Research and the Executive Career and Professional Development modules . C6 skills are specifically supported in the Operations and Analytics module.
Transferable skills:	**Teaching/learning methods & strategies**	**Assessment**
D1- Communicate effectively both orally and in writing, and using a range of digital media D2 - Demonstrate high personal effectiveness including self-awareness, reflective practice and self-management; sensitivity to diversity in people and different situations and ability to continue learning D3 – Demonstrate good business ethics and value management D4 – Exercising a range of leadership skills, managing effective performance within a team environment and being able to recognise and	Transferable skills are developed through a combination of lectures, tutored group interactions and coursework - including group presentations and reports and individual reflective essays. D1 is particularly supported by the Business School's Centre for Academic Skills Enhancement (CASE) through a combination of workshops, one-to-one meetings, and online briefings and tutorials. D1 and D2 are specifically supported by the UH Careers, Employment and Enterprise Service and the MLO Departmental Employability Champion Throughout, the learner is encouraged to develop transferable skills by maintaining	Transferable skills are assessed through a range of assignments including coursework reports and oral presentations, group work, individual reflective essays and, in particular, the assessments required for the modules Strategic Management Research and the Executive Career and Professional Development modules .

University of
Hertfordshire **UH**

utilise individual contributions in group processes.	a record of evidence and completing a personal development plan.						

D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in a full-time (1 year) mode and leads to the award of a Master of Business Administration. While there are no separate optional modules and all students need to undertake all 6 core modules listed, achievement of any bracketed award (field) requires passing both the relevant Strategic Management Research module and also the Executive Career and Professional Development in the named field.

Entry is normally with an honours degree (at least 2:2 or above) or equivalent but exceptionally it is possible to enter with appropriate managerial work experience. Intake is normally Semester A (September), and Semester B (January).

Professional and Statutory Regulatory Bodies

n/a

Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

Mode of study Full Time

Entry point Semester A

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Financial Management and Analysis (MBA)	7BSM2002	30	English		100		A
Human Resource Management (MBA)	7BSM2000	30	English		100		A
Operations and Business Analytics (MBA)	7BSM2003	30	English		100		B
Strategic Marketing Planning and Entrepreneurship (MBA)	7BSM2001	30	English		80	20	B

Optional Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Management Research (MBA) **And**	7BSM2004	30	English		100		C
Executive Career and Professional Development (MBA) OR	7BSM2005	30	English		100		C

University of Hertfordshire UH

Strategic Management Research in Human Resources (MBA) **And**	7BSM2006	30	English		100		C
Executive Career and Professional Development in Human Resources (MBA) OR	7BSM2007	30	English		100		C
Strategic Management Research in Entrepreneurship (MBA) **And**	7BSM2008	30	English		100		C
Executive Career and Professional Development in Entrepreneurship (MBA) OR	7BSM2009	30	English		100		C
Strategic Management Research in Digital Marketing (MBA) **And**	7BSM2010	30	English		100		C
Executive Career and Professional Development in Digital Marketing (MBA) OR	7BSM2011	30	English		100		C
Strategic Management Research in Financial Services (MBA) **And**	7BSM2012	30	English		100		C
Executive Career and Professional Development in Financial Services (MBA) OR	7BSM2013	30	English		100		C
Strategic Management Research in Healthcare (MBA) **And**	7BSM2014	30	English		100		C
Executive Career and Professional Development in Healthcare (MBA) OR	7BSM2015	30	English		100		C
Strategic Management Research in Public Services (MBA) **And**	7BSM2016	30	English		100		C
Executive Career and Professional Development in Public Services (MBA) OR	7BSM2017	30	English		100		C
Strategic Management Research in Sustainable Industries (MBA) **And**	7BSM2018	30	English		100		C
Executive Career and Professional Development in Sustainable Industries (MBA) OR	7BSM2019	30	English		100		C
Strategic Management Research in Data Analytics (MBA) **And**	7BSM2020	30	English		100		C
Executive Career and Professional Development in Data Analytics (MBA) OR	7BSM2021	30	English		100		C
Strategic Management Research in Project Management (MBA) **And**	7BSM2022	30	English		100		C
Executive Career and Professional Development in Project Management (MBA) OR	7BSM2023	30	English		100		C
Strategic Management Research in Information Systems (MBA) **And**	7BSM2024	30	English		100		C
Executive Career and Professional Development in Information Systems (MBA) OR	7BSM2025	30	English		100		C

University of
Hertfordshire UH

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic Management Research in Management Consultancy (MBA) **And**	7BSM2026	30	English		100		C
Executive Career and Professional Development in Management Consultancy (MBA)	7BSM2027	30	English		100		C

Mode of study Full Time

Entry point Semester B

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Operations and Business Analytics (MBA)	7BSM2003	30	English		100		B
Strategic Marketing Planning and Entrepreneurship (MBA)	7BSM2001	30	English		80	20	B
Financial Management and Analysis (MBA)	7BSM2002	30	English		100		C
Human Resource Management (MBA)	7BSM2000	30	English		100		C

Optional Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Management Research (MBA) **And**	7BSM2004	30	English		100		A
Executive Career and Professional Development (MBA) OR	7BSM2005	30	English		100		A
Strategic Management Research in Human Resources (MBA) **And**	7BSM2006	30	English		100		A
Executive Career and Professional Development in Human Resources (MBA) OR	7BSM2007	30	English		100		A
Strategic Management Research in Entrepreneurship (MBA) **And**	7BSM2008	30	English		100		A
Executive Career and Professional Development in Entrepreneurship (MBA) OR	7BSM2009	30	English		100		A
Strategic Management Research in Digital Marketing (MBA) **And**	7BSM2010	30	English		100		A
Executive Career and Professional Development in Digital Marketing (MBA) OR	7BSM2011	30	English		100		A
Strategic Management Research in Financial Services (MBA) **And**	7BSM2012	30	English		100		A
Executive Career and Professional Development in Financial Services (MBA) OR	7BSM2013	30	English		100		A

University of Hertfordshire UH

Strategic Management Research in Healthcare (MBA) **And**	7BSM2014	30	English		100	A
Executive Career and Professional Development in Healthcare (MBA) OR	7BSM2015	30	English		100	A
Strategic Management Research in Public Services (MBA) **And**	7BSM2016	30	English		100	A
Executive Career and Professional Development in Public Services (MBA) OR	7BSM2017	30	English		100	A
Strategic Management Research in Sustainable Industries (MBA) **And**	7BSM2018	30	English		100	A
Executive Career and Professional Development in Sustainable Industries (MBA) OR	7BSM2019	30	English		100	A
Strategic Management Research in Data Analytics (MBA) **And**	7BSM2020	30	English		100	A
Executive Career and Professional Development in Data Analytics (MBA) OR	7BSM2021	30	English		100	A
Strategic Management Research in Project Management (MBA) **And**	7BSM2022	30	English		100	A
Executive Career and Professional Development in Project Management (MBA) OR	7BSM2023	30	English		100	A
Strategic Management Research in Information Systems (MBA) **And**	7BSM2024	30	English		100	A
Executive Career and Professional Development in Information Systems (MBA) OR	7BSM2025	30	English		100	A
Strategic Management Research in Management Consultancy (MBA) **And**	7BSM2026	30	English		100	A
Executive Career and Professional Development in Management Consultancy (MBA)	7BSM2027	30	English		100	A

The award of an MBA degree requires 180 credit points passed at level 7, including 7BSM2004 - Strategic Management Research and 7BSM2005 Executive Career and Professional Development modules.
The award of an MBA (Human Resources) requires 180 credit points passed at level 7, including the 7BSM2006 - Strategic Management Research and 7BSM2007 Executive Career and Professional Development modules.

The award of an MBA (Entrepreneurship) requires 180 credit points passed at level 7, including the 7BSM2008 - Strategic Management Research and 7BSM2009 Executive Career and Professional Development modules.

The award of an MBA (Digital Marketing) requires 180 credit points passed at level 7, including the 7BSM2010 - Strategic Management Research and 7BSM2011 Executive Career and Professional Development modules.

The award of an MBA (Financial Services) requires 180 credit points passed at level 7, including the 7BSM2012 - Strategic Management Research and 7BSM2013 Executive Career and Professional Development modules.

The award of an MBA (Healthcare) requires 180 credit points passed at level 7, including the 7BSM2014 -

University of
Hertfordshire UH

Strategic Management Research and 7BSM2015 Executive Career and Professional Development modules.

The award of an MBA (Public Services) requires 180 credit points passed at level 7, including the 7BSM2016 - Strategic Management Research and 7BSM2017 Executive Career and Professional Development modules.

The award of an MBA (Sustainable Industries) requires 180 credit points passed at level 7, including the 7BSM2018 - Strategic Management Research and 7BSM2019 Executive Career and Professional Development modules.

The award of an MBA (Data Analytics) requires 180 credit points passed at level 7, including the 7BSM2020 - Strategic Management Research and 7BSM2021 Executive Career and Professional Development modules.

The award of an MBA (Project Management) requires 180 credit points passed at level 7, including the 7BSM2022 - Strategic Management Research and 7BSM2023 Executive Career and Professional Development modules.

The award of an MBA (Information Systems) requires 180 credit points passed at level 7, including the 7BSM2024 - Strategic Management Research and 7BSM2025 Executive Career and Professional Development modules.

The award of an MBA (Management Consultancy) requires 180 credit points passed at level 7, including the 7BSM2026 - Strategic Management Research and 7BSM2027 Executive Career and Professional Development modules.

Table 1b Final and interim awards available
The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
Masters	Business Administration	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Human Resources)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Entrepreneurship)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Digital Marketing)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Financial Services)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Healthcare)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Public Services)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)

University of
Hertfordshire UH

Masters	Business Administration (Sustainable Industries)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Data Analytics)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Project Management)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Information Systems)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Masters	Business Administration (Management Consultancy)	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Diploma	Business Administration	120 credit points, including at least 90 at level 7	2, 3 Semesters	A1,A2,A3,A4,A5,A6,B1,B2,B3,C1,C2,C3,D1,D2,D3
Postgraduate Certificate		60 credit points, including at least 45 at level 7	1-2 Semesters	*For untitled awards:* See UPR AS11, section 13: https://www.herts.ac.uk/__data/assets/pdf_file/0016/232504/AS11-Schedule-of-Awards.pdf

Masters and Diploma awards can be made "with Distinction" or "with Commendation" where criteria as described in UPR AS14, Section D and the students' handbook are met.

Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, UPR AS11, UPR AS12/UPR AS13 and UPR AS14) with the exception of those listed below, which have been specifically approved by the University: none

E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:
- The Deputy Dean and Associate Dean of Academic Quality Assurance who ensure the programme operates within the parameters outlined in the Programme Specification and Definitive Module Documents
- Academic Manager for Executive Education Degrees
- Dedicated Programme Lead who has overall responsibility for the management of the programme
- Designated Executive Education Administrator to deal with day-to-day administration associated with the programme

University of Hertfordshire UH

- Admissions Tutor
- Module Leaders who are responsible for individual modules
- Associate Dean PG Student Experience
- A Programme Committee, the membership of which includes student representatives from each level of study and key members of the Business School staff

Support

Students are supported by:
- Programme Lead and/or deputy
- MBA Careers facility
- de Havilland Student Administration Service
- Careers, Employment and Enterprise Service
- Centre for Academic Skills Enhancement (*CASE*) includes module specific support, such as numeracy and report writing
- Reflective Writing Support - (*CASE*)
- Academic English for Business (AEB) tutor(s)
- Mathematics Drop-in Centre at College Lane
- English support classes
- Student representative on programme committees
- Induction at the beginning of the academic session
- StudyNet, a versatile on-line interactive intranet and learning environment
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in Learning Resources Centres
- A substantial Student Centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support etc.
- Office of Dean of Students, incorporating Chaplaincy, Counselling and nursery
- Medical centre
- An Equality Office
- The Students' Union
- Technical support throughout the programme of study available at helpdesk@herts.ac.uk
- Guided student centred learning through the use of StudyNet
- Access to Disability Adviser at: DisabilityServices@herts.ac.uk through the University Disability Services Department that provides specialist services and support for disabled students

F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:
- A Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;
- A Module site for each constituent module.

The Ask Herts website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: http://www.herts.ac.uk/secreg/upr/. In particular, UPR SA07 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/. Furthermore, the OfS has judged that the University of Hertfordshire delivers

University of
Hertfordshire **UH**

consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF panel's report and conclusions can be accessed at: https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#/provider/10007147

G. Entry requirements

The normal entry requirements for the programme are:

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in UPR SA03), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

If you would like this information in an alternative format please contact: The Executive Education team at ExecEd@herts.ac.uk

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

University of
Hertfordshire UH

MBA

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

Module Title	Module Code	Knowledge & Understanding						Intellectual Skills				Practical Skills						Transferable Skills			
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	C1	C2	C3	C4	C5	C6	D1	D2	D3	D4
Financial Management and Analysis (MBA)	7BSM2002	×	×	×			×	×	×		×	×	×	×	×		×	×	×		×
Human Resource Management (MBA)	7BSM2000	×	×	×	×	×			×	×			×	×				×	×	×	
Strategic Marketing Planning and Entrepreneurship (MBA)	7BSM2001	×	×	×	×	×		×	×	×		×	×	×		×		×	×	×	
Operations and Business Analytics (MBA)	7BSM2003	×	×	×			×	×					×	×	×	×	×	×	×		
Executive Career and Professional Development (MBA)	7BSM2005	×	×	×	×	×	×	×	×	×	×	×	×	×		×		×	×	×	×
Strategic Management Research (MBA)	7BSM2004	×	×	×	×	×	×	×	×	×	×	×	×	×	×			×	×	×	×

University of
Hertfordshire **UH**

KEY TO PROGRAMME LEARNING OUTCOMES –

Knowledge and Understanding

A1- Analyse a broad range of organisations and the external context within which they operate

A2 – Assess the inter-relatedness of internal aspects of organisations

A3 – Evaluate how organisations may innovate, create value, manage financial and operational risk and strategically respond to forces and changes in the environment

A4 – Research and analyse the pervasive debates, issues and new insights affecting organisations

A5 – Critically examine theories of leadership and strategy, evaluating their relationship to each other, and their influence on the organisation

A6 – Evaluate the limitations of different forms of data and use different research approaches, qualitative and quantitative business research methods and analytical tools for the investigation of business issues

Practical Skills

C1- Be creative and entrepreneurial and manage the creative process in self and others

C2 - Conduct research into business issues both individually and as a team

C3 - Use information and knowledge effectively

C4 – Effectively apply numeracy skills and quantitative skills

C5 – Enhance research and communication through ICT / digital media

C6 – Deploy operations management skills effectively

Intellectual Skills

B1- Critically analyse relevant academic management and leadership theories and apply models, tools and techniques for the critical evaluation of real business issues

B2 –Evaluate personal skills and practice.

B3 - Recognise and address ethical dilemmas and CSR issues, applying ethical and organisational values to situations and choices

B4 – Apply skills of research, analysis and interpretation appropriate for identifying business opportunities and challenges.

Transferable Skills

D1- Communicate effectively both orally and in writing, and using a range of digital media

D2 - Demonstrate high personal effectiveness including self-awareness, reflective practice and self-management; sensitivity to diversity in people and different situations and ability to continue learning

D3 – Demonstrate good business ethics and value management

D4 – Exercising a range of leadership skills, managing effective performance within a team environment and being able to recognise and utilise individual contributions in group processes.

University of Hertfordshire UH

Section 2

Programme management

Relevant QAA subject benchmarking statements	Business and Management (QAA 2015)
Type of programme	Taught Postgraduate
Date of validation/last periodic review	November 20
Date of production/ last revision of PS	November 20
Relevant to level/cohort	Level 7 entering January 2021
Administrative School	Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSNMBA	Master of Business Administration	100078 50% 100088 50%

University of
Hertfordshire **UH**